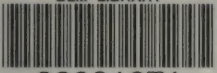


Section 365 of the Energy Policy Act of 2005

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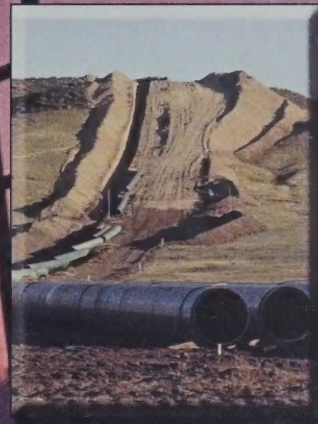


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Pilot Project to Improve Federal Permit Coordination

Bureau of Land Management

Year Two Report



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February 2008



VOLUME 2: APPENDICES

BLM Mission

To sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

Section 365 of the Energy Policy Act of 2005

Year Two Report

for the

Pilot Project to Improve Federal Permit Coordination

VOLUME 2: APPENDICES

February 2008

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BUREAU OF LAND MANAGEMENT
WASHINGTON, DC 20240**

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Participating Agencies

Federal Agencies

DEPARTMENT OF THE INTERIOR

Bureau of Land Management
United States Fish and Wildlife Service
Bureau of Reclamation
Bureau of Indian Affairs
Minerals Management Service

DEPARTMENT OF AGRICULTURE

United States Forest Service

UNITED STATES ARMY

United States Army Corps of Engineers

ENVIRONMENTAL PROTECTION AGENCY

State Agencies

STATE OF MONTANA

Montana Fish Wildlife and Parks
Montana Department of Environmental Quality
Montana State Historic Preservation Office

STATE OF NEW MEXICO

New Mexico Department of Game and Fish
New Mexico Oil Conservation Division
New Mexico State University

STATE OF UTAH

Utah Department of Wildlife Resources

STATE OF WYOMING

Wyoming Game and Fish Department
Wyoming Department of Environmental Quality

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AT THE FIRST SESSION

Report and Audit of the Energy Department's Transition
to the Energy Act of 2005, for the first session.

AT THE

Second session, the report and audit of the Energy Department's Transition
to the Energy Act of 2005, for the second session.

TITLE III—OIL AND GAS

Subtitle 1—Oil and Gas

SEC. 365. PILOT PROJECT TO IMPROVE FEDERAL PERMIT COORDINATION

(a) ESTABLISHMENT.—The Secretary of the Interior, in consultation with the Secretary of Energy, shall establish a Federal Permit Coordination Pilot Project to improve the coordination of the Federal permit process for oil and gas development on public lands.

(b) PURPOSE AND SCOPE OF PILOT PROJECT.

The purpose of the Pilot Project shall be to improve the coordination of the Federal permit process for oil and gas development on public lands, and to improve the coordination of the Federal permit process for oil and gas development on public lands.

(c) PILOT PROJECT AREAS.

The Pilot Project shall be conducted in the following areas:

(1) The State of Wyoming;

(2) The State of Colorado; and
(3) The State of New Mexico.

(d) PILOT PROJECT REPORT.

The Secretary of the Interior shall submit a report to the President and the Secretary of Energy, not later than 18 months after the date of the beginning of the Pilot Project, describing the results of the Pilot Project, including the coordination of the Federal permit process for oil and gas development on public lands, and the coordination of the Federal permit process for oil and gas development on public lands.

The report shall include the following information:

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APPENDIX 1—SECTION 365 OF THE ENERGY POLICY ACT OF 2005

One Hundred Ninth Congress of the United States of America

AT THE FIRST SESSION

*Begun and held at the City of Washington on Tuesday,
the fourth day of January, two thousand and five*

An Act

To ensure jobs for our future with secure, affordable, and reliable energy.

TITLE III—OIL AND GAS

Subtitle F—Access to Federal Lands

SEC. 365. PILOT PROJECT TO IMPROVE FEDERAL PERMIT COORDINATION.

(a) ESTABLISHMENT.—The Secretary of the Interior (referred to in this section as the “Secretary”) shall establish a Federal Permit Streamlining Pilot Project (referred to in this section as the “Pilot Project”).

(b) MEMORANDUM OF UNDERSTANDING.—

(1) IN GENERAL.—Not later than 90 days after the date of enactment of this Act, the Secretary shall enter into a memorandum of understanding for purposes of this section with—

(A) the Secretary of Agriculture;

(B) the Administrator of the Environmental Protection Agency; and

(C) the Chief of Engineers.

(2) STATE PARTICIPATION.—The Secretary may request that the Governors of Wyoming, Montana, Colorado, Utah, and New Mexico be signatories to the memorandum of understanding.

(c) DESIGNATION OF QUALIFIED STAFF.—

(1) IN GENERAL.—Not later than 30 days after the date of the signing of the memorandum of understanding under subsection (b), all Federal signatory parties shall, if appropriate, assign to each of the field offices identified in subsection (d) an employee who has expertise in the regulatory issues relating to the office in which the employee is employed, including, as applicable, particular expertise in—

(A) the consultations and the preparation of biological opinions under section 7 of the Endangered Species Act of 1973 (16 U.S.C. 1536);

- (B) permits under section 404 of Federal Water Pollution Control Act (33 U.S.C. 1344);
- (C) regulatory matters under the Clean Air Act (42 U.S.C. 7401 et seq.);
- (D) planning under the National Forest Management Act of 1976 (16 U.S.C. 472a et seq.); and
- (E) the preparation of analyses under the National Environmental Policy Act of 1969 (42 U.S.C. 4321 et seq.).

(2) DUTIES.—Each employee assigned under paragraph (1) shall—

- (A) not later than 90 days after the date of assignment, report to the Bureau of Land Management Field Managers in the office to which the employee is assigned;
- (B) be responsible for all issues relating to the jurisdiction of the home office or agency of the employee; and
- (C) participate as part of the team of personnel working on proposed energy projects, planning, and environmental analyses.

(d) FIELD OFFICES.—The following Bureau of Land Management Field Offices shall serve as the Pilot Project offices:

- (1) Rawlins, Wyoming.
- (2) Buffalo, Wyoming.
- (3) Miles City, Montana.
- (4) Farmington, New Mexico.
- (5) Carlsbad, New Mexico.
- (6) Grand Junction/Glenwood Springs, Colorado.
- (7) Vernal, Utah.

(e) REPORTS.—Not later than 3 years after the date of enactment of this Act, the Secretary shall submit to Congress a report that—

- (1) outlines the results of the Pilot Project to date; and
- (2) makes a recommendation to the President regarding whether the Pilot Project should be implemented throughout the United States.

(f) ADDITIONAL PERSONNEL.—The Secretary shall assign to each field office identified in subsection (d) any additional personnel that are necessary to ensure the effective implementation of—

- (1) the Pilot Project; and
- (2) other programs administered by the field offices, including inspection and enforcement relating to energy development on Federal land, in accordance with the multiple use mandate of the Federal Land Policy and Management Act of 1976 (43 U.S.C. 1701 et seq.).

(g) PERMIT PROCESSING IMPROVEMENT FUND.—Section 35 of the Mineral Leasing Act (30 U.S.C. 191) is amended by adding at the end the following:

“(c)(1) Notwithstanding the first sentence of subsection (a), any rentals received from leases in any State (other than the State of Alaska) on or after the date of enactment of this subsection shall be deposited in the Treasury, to be allocated in accordance with paragraph (2).

“(2) Of the amounts deposited in the Treasury under paragraph (1)—

“(A) 50 percent shall be paid by the Secretary of the Treasury to the State within the boundaries of which the leased land is located or the deposits were derived; and

“(B) 50 percent shall be deposited in a special fund in the Treasury, to be known as the ‘BLM Permit Processing Improvement Fund’ (referred to in this subsection as the ‘Fund’).

“(3) For each of fiscal years 2006 through 2015, the Fund shall be available to the Secretary of the Interior for expenditure, without further appropriation and without fiscal year limitation, for the coordination and processing of oil and gas use authorizations on onshore Federal land under the jurisdiction of the Pilot Project offices identified in section 365(d) of the Energy Policy Act of 2005.”.

(h) **TRANSFER OF FUNDS.**—For the purposes of coordination and processing of oil and gas use authorizations on Federal land under the administration of the Pilot Project offices identified in subsection (d), the Secretary may authorize the expenditure or transfer of such funds as are necessary to—

- (1) the United States Fish and Wildlife Service;
- (2) the Bureau of Indian Affairs;
- (3) the Forest Service;
- (4) the Environmental Protection Agency;
- (5) the Corps of Engineers; and
- (6) the States of Wyoming, Montana, Colorado, Utah, and New Mexico.

(i) **FEES.**—During the period in which the Pilot Project is authorized, the Secretary shall not implement a rulemaking that would enable an increase in fees to recover additional costs related to processing drilling-related permit applications and use authorizations.

(j) **SAVINGS PROVISION.**—Nothing in this section affects—

- (1) the operation of any Federal or State law; or
- (2) any delegation of authority made by the head of a Federal agency whose employees are participating in the Pilot Project.

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APPENDIX 2—LOCATIONS OF SECTION 365 PILOT PROJECT FIELD OFFICES



Dashed lines indicate Field Office boundary

Source: Bureau of Land Management

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APPENDIX 3—PILOT PROJECT MOU TO IMPROVE FEDERAL PERMIT COORDINATION

MEMORANDUM OF UNDERSTANDING

IMPLEMENTATION OF SECTION 365 OF THE ENERGY POLICY ACT OF 2005 PILOT PROJECT TO IMPROVE FEDERAL PERMIT COORDINATION

United States Department of the Interior
And
United States Department of Agriculture
And
United States Environmental Protection Agency
And
United States Army Corps of Engineers

I. Parties and Participating Agencies.

- A. The Parties to this Memorandum of Understanding (MOU) are the United States Department of the Interior (DOI), the United States Department of Agriculture (USDA), the United States Environmental Protection Agency (EPA), and the United States Department of the Army (DOA).
- B. Participating agencies include:
 - 1. Within DOI, the Bureau of Land Management (BLM), the U.S. Fish and Wildlife Service (FWS), the Bureau of Reclamation (Reclamation), the Bureau of Indian Affairs (BIA), and the Minerals Management Service (MMS);
 - 2. Within USDA, the U.S. Forest Service (USFS);
 - 3. Within DOA, the U.S. Army Corps of Engineers (USACE); and
 - 4. The EPA.

II. Purpose.

- A. The purpose of this MOU is to establish policies and procedures to implement Section 365 of the Energy Policy Act of 2005, Pub. L. 109-58 (hereafter the "Act"). Section 365 establishes a Federal Permit Streamlining Pilot Project ("Pilot Project") with the intent to improve the efficiency of processing oil and gas use authorizations on Federal lands. Section 365 specifies that this MOU be signed within 90 days of enactment of the Act.
- B. The Act requires that within 30 days after the date of signing of the MOU, all Federal signatory Parties shall, if appropriate, assign to each of the Pilot Project BLM Field Offices identified, an employee with expertise in the regulatory issues relating to the office in which the employee is employed. The Act also requires that each employee so assigned report to the BLM Field Manager in the assigned Pilot Project Field Office not later than 90 days after the date of assignment. The Pilot Project BLM Field Offices are Rawlins and Buffalo, Wyoming; Miles City, Montana; Farmington and Carlsbad, New Mexico; Grand Junction/Glenwood Springs, Colorado; and Vernal, Utah. The Act also requires the Secretary of the Interior to assign to each Pilot Project Office any additional personnel necessary to ensure the effective implementation of the Pilot Project and other related programs administered by the Field Office, including oil and gas inspection and enforcement activities related to energy development on Federal lands.

- C. This agreement represents an expression of intent between the Parties to work together to further the objectives of Section 365 of the Act with specific emphasis on developing a multi-agency Pilot Project to aid in the streamlining and coordinating of Federal permit processing for onshore oil and gas operations on Federal lands.

III. Authorities.

- A. The primary authority for this MOU is Section 365(c) of the Energy Policy Act of 2005 (Public Law 109-58). That section specifically references:
1. Consultations and the preparation of biological opinions under section 7 of the Endangered Species Act of 1973 (16 U.S.C. § 1536);
 2. Permits under section 404 of the Federal Water Pollution Control Act (33 U.S.C. § 1344);
 3. Regulatory matters under the Clean Air Act (42 U.S.C. § 7401 *et seq.*);
 4. Planning under the National Forest Management Act of 1976 (16 U.S.C. § 472a *et seq.*); and
 5. Preparation of analyses under the National Environmental Policy Act of 1969 (42 U.S.C. § 4321 *et seq.*).
- B. Section 365(f) of the Act specifies that the Secretary of the Interior shall assign any additional Department of the Interior personnel to the Pilot Offices necessary to ensure the effective implementation of the Pilot Project and other programs administered by the Pilot Offices, including inspection and enforcement related to energy development on Federal lands in accordance with the Federal Land Policy and Management Act of 1976 (43 U.S.C. § 1701 *et seq.*).
- C. Section 365(g) of the Act amends section 35 of the Mineral Leasing Act (30 U.S.C. § 191) to establish the Permit Processing Improvement Fund.

IV. Principles and Goals.

- A. Principles for implementing this MOU include:
1. The Pilot Project Offices will initially focus on interagency coordination and cooperation in the processing of permits required to support oil and gas use authorizations on Federal lands.
 2. The Pilot Project Offices will maintain or enhance high standards of safety and environmental protection through an effective oil and gas inspection and enforcement program for operations on Federal lands.
 3. Process streamlining and increased interagency efficiency, including elimination of duplication between Federal and state agencies, will be an important measure of success.
 4. All participating agencies will seek improved information sharing and use, as well as an improved understanding of respective agency roles and responsibilities.
 5. An important measure of success will be the increased ability to process Applications for Permit to Drill (APDs) in a more timely manner.
 6. A more rapid response to demands for oil and gas production on Federal lands will support the Nation's increased need for energy resources.

7. A more consistent approach among BLM Field Offices, and greater certainty in processing time requirements, are essential for improved customer service.
8. The financial resources made available through Section 365 should be used to enhance the capability to process oil and gas use authorizations, not as a replacement for base agency resources and responsibilities.
9. Interagency coordination mechanisms established through the Pilot Project should allow for adequate flexibility to adapt to changing demands and technologies related to oil and gas development.
10. Coordination with State agencies with expertise and responsibilities related to oil and gas use authorizations are an important component of a successful Pilot Project.
11. All permitting actions in the Pilot Offices are expected to promote responsible stewardship of Federal subsurface and surface resources.

B. Goals for implementing this MOU include:

1. Creation of better staff relationships among the participating agencies to improve performance of the Pilot Offices;
2. Placement of participating agency resources in locations that most effectively promote timely processing of APDs and associated agency approvals;
3. Focusing of appropriate BLM resources on inspection and enforcement activities;
4. Identification of new or improved interagency practices that should be used in other offices;
5. Identifying new or improved ways to increase the efficiency of the APD process;
6. Testing a variety of process improvement concepts in the Pilot Offices;
7. Preparation of a comprehensive Report to Congress that clearly identifies the lessons learned in the Pilot Offices;
8. Establishment of interagency coordination mechanisms that can adapt to changing demands or circumstances;
9. Measurement of increases in productivity resulting from additional resources provided through Section 365 of the Act; and
10. Identification of state agency coordination opportunities that could result in improved processing of oil and gas authorizations.

V. Roles, Responsibilities and Delegation of Authority.

A. Department of the Interior.

1. The Bureau of Land Management.
 - a. General regulatory and management responsibilities. The BLM administers more than 261 million surface acres of public lands and 700 million acres of subsurface mineral estate (Federal land beneath surface lands owned or managed by other Parties, such as the USDA Forest Service, National Park Service, and US Fish and Wildlife Service).
 - b. Pilot Project responsibilities. The BLM will administer the Pilot Project. In this capacity, the BLM will:

- (1). Provide office space and general administrative support to other participating agency personnel assigned to the Pilot Offices;
 - (2). Establish oil and gas use authorization priorities to effectively coordinate interagency efforts;
 - (3). Coordinate periodic interagency contacts and meetings among the participating agencies to assess progress and resolve issues;
 - (4). Distribute funds to agencies participating in the Pilot Project;
 - (5). Prepare, in cooperation with the participating agencies, the required report to Congress;
 - (6). Work closely with the participating agencies to identify efficiencies in processing of oil and gas authorizations;
 - (7). Evaluate its APD process and work with the other participating agencies to improve its efficiency; and
 - (8). Oversee the implementation of this MOU to assure that the principles and goals of this MOU and the Pilot Project are achieved.
- c. Delegation of Authority. The BLM Field Office Manager is the Authorized Officer with respect to the BLM responsibility for approval of oil and gas use authorizations and inspection and enforcement on Federal lands managed by BLM.
- d. Anticipated Resource Needs. BLM will provide_ additional staff expertise as necessary to meet the specific needs of the individual Pilot Offices in satisfying the requirements of the Act. Such expertise may include a wide variety of physical, biological and technical support positions added as contract, temporary, term, or permanent positions, plus resources provided by the other participating agencies.
2. The Fish and Wildlife Service.
- a. General regulatory and management responsibilities. FWS is responsible for assisting other Federal agencies and the public in the conservation, protection, and enhancement of fish, wildlife, plants, and their habitats. A myriad of Federal statutes, executive orders, regulations and policies have been enacted to ensure that environmental conservation is given full weight during project planning and implementation, including: the Fish and Wildlife Act of 1956 (16 U.S.C. §§ 742a - 742j), Fish and Wildlife Coordination Act (FWCA; 16 U.S.C. § 661 *et seq.*), Clean Water Act (33 U.S.C. § 1251 *et seq.*), Migratory Bird Treaty Act (16 U.S.C. §§ 703 - 712), and the Bald and Golden Eagle Protection Act (16 U.S.C. §668). In particular, Section 7 of the Endangered Species Act of 1973, as amended (ESA; 16 U.S.C. §§ 1531 *et seq.*), requires that Federal agencies ensure that the actions they authorize, fund, or carry out are not likely to jeopardize the continued existence of listed species or destroy or adversely modify their designated critical habitat. Federal regulatory agencies identified by Section 365 of the Act are required to consult with the FWS on projects potentially affecting any of these resources. Further, the Migratory Bird Treaty Act (MBTA; 16 U.S.C. §§ 703-712), prohibits the

taking, killing, possession, and transportation of migratory birds, their eggs, parts and nests, except when specifically authorized by the Secretary of the Interior. The FWS consults on projects potentially affecting freshwater or marine resources and water quality. In accordance with Section 404(b)(1) of the Clean Water Act, the FWS provides advisory review for wetland protection. The FWS also has jurisdiction by law for specific permitting actions and by special expertise for other actions pursuant to the National Environmental Policy Act. Through these efforts, the FWS seeks to ensure that impacts to fish and wildlife resources are adequately described and that mitigation needs are met.

b. Pilot Project responsibilities. The FWS will:

- (1). Assign appropriate FWS staff to assist and support the BLM Pilot Offices, as appropriate;
- (2). Work in an integrated manner with the appropriate BLM Field Office to expedite necessary consultation and coordination procedures, including those required pursuant to Section 7 of the Endangered Species Act;
- (3). Work closely with the participating agencies to identify efficiencies in processing oil and gas authorizations;
- (4). Assist BLM as needed in other components of the oil and gas management program on Federal lands, including ESA section 7 monitoring;
- (5). Coordinate its requisite reviews and integrate its decision making processes with the various BLM processes, including land use planning (including development or revision of Resource Management Plans), oil and gas leasing, and issuance of drilling permits. This integration will facilitate the development of new processes and procedures that will help to reduce uncertainty at the APD stage, resulting in substantially streamlined final reviews; and
- (6). Expedite its review of APDs, while concurrently engaging with BLM as a member of its land use planning team.

c. Delegation of Authority.

- (1). All FWS Pilot Program staff will be under the direct supervision of the FWS.
- (2). This MOU will not affect signature authority within the FWS.
- (3). The FWS staff located within BLM Pilot Project Field Offices, or pilot program staff located within the FWS Field Office, will have the authority and responsibility to:
 - (a). Identify issues and needed information regarding oil and gas use authorizations;
 - (b). Identify and implement process streamlining techniques; and

- (c). Review and coordinate applicable BLM efforts as they may affect FWS authorities and responsibilities.
 - d. Anticipated Resource Needs.
 - (1). The FWS will provide necessary staff resources to the BLM at the Pilot Project Offices. This includes FWS expertise regarding wetland consultation, migratory birds and raptors, NEPA, environmental contaminants, and ESA. All of these staffing obligations will not necessarily require any one individual but rather may require several individuals.
 - (2). The FWS will provide approximately 10 full time equivalent employees (FTEs) to fulfill initial obligations under the Pilot Project. This figure may change as actual workload and capability needs are more clearly identified for each Pilot Office.
- 3. The Bureau of Indian Affairs.
 - a. General regulatory and management responsibilities. BIA is responsible for the administration and management of 56 million acres of land held in trust by the United States for American Indians, Indian tribes, and Alaska Natives. There are 562 Federal recognized tribal governments in the United States. Developing forestlands, leasing assets on these lands, directing agricultural programs, protecting water and land rights, developing and maintaining infrastructure and economic development are all part of the agency's responsibility.
 - b. Pilot Project responsibilities. The BIA will:
 - (1). Assign appropriate BIA staff to the BLM Farmington Field Office;
 - (2). Work in an integrated manner with the appropriate BLM Field Office to expedite the necessary consultation and coordination with Navajo interests in the checkerboard landownership area;
 - (3). Work closely with the participating agencies to identify efficiencies in processing oil and gas authorizations; and
 - (4). Assist BLM, as requested, in other components of the oil and gas management program on Federal lands or subsurface mineral estate.
 - c. Delegation of Authority. Authority to act on oil and gas use authorization issues will be delegated to the lowest appropriate level.
 - d. Anticipated Resource Needs. BIA will provide one position to BLM for carrying out its Pilot Project responsibilities. That person will be referred to as the Navajo Permit Coordinator. The Navajo Permit Coordinator will be a BIA employee whose function is to coordinate with the Navajo Tribe, Eastern Navajo Chapters, and Navajo families living in the checkerboard landownership area.
- 4. The Minerals Management Service.
 - a. General regulatory and management responsibilities. The MMS Minerals Revenue Management (MRM) Division collects, accounts for and

distributes revenues associated with mineral production from leased Federal and Indian lands.

- b. Pilot Project responsibilities. The MRM will be responsible for transferring 50 percent of the onshore oil and gas rental income from the United States Treasury to the "BLM Permit Processing Improvement Fund", established by Section 365(g) of the Act, for the administration of the Pilot Project Offices.
- c. Delegation of Authority. Authority to act on oil and gas related management actions under the Pilot Project will be delegated as MMS determines to be appropriate.
- d. Anticipated Resource Needs. No additional resource needs, beyond those already in place for revenue management, have been identified at this time.

5. The Bureau of Reclamation.

- a. General regulatory and management responsibilities. Reclamation is responsible for administering Federal water projects in 17 Western states. Reclamation is the largest wholesaler of water in the country bringing water to more than 31 million people and providing one out of five Western farmers (140,000) with irrigation water for 10 million acres of farmland. Reclamation is also the second largest producer of hydroelectric power in the western United States. Through an existing national interagency agreement, dated March 25, 1983, the BLM Carlsbad and Farmington Field Offices lease and approve APDs on Reclamation lands.
- b. Pilot Project responsibilities. Reclamation will:
 - (1). Assign appropriate Reclamation staff to support both the BLM Carlsbad and Farmington Field Offices;
 - (2). Work in an integrated manner with the appropriate BLM Field Office to expedite the necessary consultation and coordination with Reclamation responsibilities; and
 - (3). Work closely with the participating agencies to identify efficiencies in processing oil and gas authorizations.
- c. Delegation of Authority. Authority to act on oil and gas related management actions will be delegated to the lowest appropriate level.
- d. Anticipated Resource Needs. Reclamation will provide BLM with one Reclamation staff position to facilitate and expedite cooperative planning, compliance with any requirements that must be met in order for Reclamation lands to be leased, and the processing of APDs. This position would be a shared position between the Carlsbad Field Office and the Farmington Field Office.

B. Department of the Army.

- 1. The U.S. Army Corps of Engineers.
 - a. General regulatory and management responsibilities. The USACE is responsible for administering laws for the protection and preservation of waters of the U.S., pursuant to the requirements of section 10 of the Rivers and Harbors Act (RHA) of 1899, section 404 of the Clean Water Act

(CWA) of 1972, and section 103 of the Marine Protection, Research, and Sanctuaries Act (MPRSA) of 1972. Under the RHA, the USACE may authorize work and or structures in or affecting the course, condition, location, or capacity of navigable waters of the U.S. Under the CWA, the USACE may authorize the discharge of dredged or fill material into waters of the U.S., using the least environmentally damaging practicable alternative.

b. Pilot Project responsibilities. The USACE will:

- (1). Expedite environmental permits in accordance with the purpose, terms, and conditions of this MOU;
- (2). Consult with the BLM regarding an adjustment of priorities under this MOU or establishment of relative priorities under this MOU if the current and/or projected workload of priority projects and activities exceeds the USACE ability to provide the services specified in this MOU;
- (3). Work in an integrated manner with the appropriate BLM Field Office to expedite the necessary consultation and coordination with USACE responsibilities;
- (4). Work closely with the participating agencies to identify efficiencies in processing oil and gas authorizations;
- (5). Assist BLM, as requested, in other components of the oil and gas management program; and
- (6). Provide the BLM an annual summary report of progress made under this MOU. This report will describe achievements, including any improvements the USACE has documented in coordinating and improving the efficiency of environmental reviews and will summarize expenditures to date. The report also will identify any recommendations for improving consultation and coordination among the Parties to this MOU.

c. Delegation of Authority. The District Engineer or his or her designee is the final decision maker for USACE actions related to oil and gas use authorizations on Federal lands. If the USAGE project manager rendering final action on a permit application occupies a position funded under section 365(g) of the Act, the final decision maker will be at least the supervisor of that person.

d. Anticipated Resource Needs. Given existing and projected workloads, no single BLM Pilot Field Office requires a full time USACE position to ensure that the processing of necessary permits under Section 404 of the Clean Water Act are given high priority over other USAGE workloads. The USAGE will, if necessary, provide additional staff resources to affected USAGE State Offices to satisfy its responsibilities under section 365 of the Act.

C. Department of Agriculture.

1. The U.S. Forest Service.

- a. General regulatory and management responsibilities. The USFS is responsible for the surface management of 192 million acres of National Forest System (NFS) Lands. The Mineral Leasing Act of 1920 as amended and the Mineral Leasing Act for Acquired Lands define the role of the Forest Service in the management of leasable energy resources, including oil and gas. The Forest Service cooperates with the BLM to ensure that management goals and objectives for oil and gas exploration and development activities are achieved, that operations are conducted to minimize effects on surface resources, and that the land affected by operations is rehabilitated. The BLM issues and administers oil and gas leases on NFS lands only after the Forest Service has made a leasing availability decision and taken the action necessary for the BLM to offer available lands for lease. Once a Federal lease on NFS lands is issued, the Forest Service has full responsibility and authority to approve and regulate all surface-disturbing activities associated with oil and gas exploration and development through analysis and approval of the Surface Use Plan of Operations (SUPO), a component of an APD.
- (1) Assign to each Pilot Office that includes NFS lands an employee to work in partnership with the BLM. This employee will have responsibility to facilitate the timely processing, implementation, and inspection of oil and gas-related permits on NFS lands. Duties of this employee will include:
- (a). Providing a communication link between the BLM Pilot Office and the local Forest Service Office;
 - (b). Assisting in determining skills and personnel the USFS must provide to ensure efficient and timely processing of requests for leases, Surface Use Plans of Operations, and associated project proposals;
 - (c). Serving as project manager for proposed oil and gas projects on NFS lands, including leasing analyses, APDs, pipelines, roads and other projects required for the development of oil and gas resources;
 - (d). Assisting in coordinating and conducting field reviews of proposed oil and gas projects on NFS lands, including onsite reviews;
 - (e). Ensuring that oil and gas-related permit applications on NFS lands are processed in compliance with the requirements of Sec. 366 of the Energy Policy Act of 2005 and BLM's Onshore Order No. 1; and
 - (f). Ensuring that inspections of all oil and gas drilling and producing operations on NFS lands are carried out yearly and that remedial actions are taken when operations are not in compliance with surface use plans, applicable Land and Resource Management Plans, and/or statutory and regulatory requirements.
- (2) Develop an action plan within four months of the establishment of the Pilot Offices. The action plan will:

- (a). Identify internal process challenges and propose process efficiencies; and
 - (b). Establish USFS procedures for conducting permitting and administration of oil and gas operations on NFS lands covered by the Pilot Offices.
- (3) Within six months of the establishment of the Pilot Offices, review pending projects (APD backlog) on NFS lands covered by the Pilot Project and designate timeframes and checkpoints for progress on active projects and identify those that are inactive and can be removed from consideration.
- (4) Twice yearly the Pilot Project Liaison will report to the Forest Supervisor and BLM Field Manager successes and challenges associated with the Pilot Project and make recommendations to improve efficiencies and cut timeframes for processing APDs on NFS lands. The report will also include an estimate of pending lease applications and APDs, and progress on inspection and enforcement of operations on NFS lands.
- b. Delegation of Authority. Signatory authority for approval of actions related to oil and gas on NFS lands is identified in Forest Service Manual 2820.
- c. Anticipated Resource Needs. The USFS anticipates the initial resource assignment to be four positions. This may change as experience is gained in the Pilot Offices. The Forest Service will also provide other personnel, as necessary, to individual Pilot Offices. Other personnel include those with specific expertise necessary to meet the intent of the Act, such as planning/NEPA, archeology, wildlife, and inspection and enforcement.

D. Environmental Protection Agency.

1. General regulatory responsibilities. The EPA is responsible for administering a wide range of environmental laws. EPA responsibilities relevant to the oil and gas development permitting process include, but are not limited to, commenting on an EIS under section 309 of the Clean Air Act (CAA), the authority to participate in the section 404 Clean Water Act (CWA) permit process, and the authority to issue, and/or review state- and tribe- issued, permits for activities that involve discharges of pollutants subject to the requirements of the National Pollutant Discharge Elimination System or the CAA.
2. Pilot Project responsibilities. The EPA will:
 - a. Work in an integrated manner with the appropriate BLM Field Office to expedite the necessary consultation and coordination related to EPA responsibilities;
 - b. Work closely with the participating agencies to identify efficiencies in processing oil and gas authorizations;
 - c. Assist BLM, as requested, in other components of the oil and gas management program;
 - d. Continue general coordination and consultation with BLM on oil and gas activities on Federal lands; and

- e. Conduct annual coordination reviews with BLM to analyze changing workloads and processes to determine if review or process changes are appropriate to achieve greater efficiency in the processing of oil and gas use authorizations.
3. Delegation of Authority. Authority to act on areas of EPA responsibility related to oil and gas development on Federal lands will be delegated to the lowest appropriate level.
4. Anticipated Resource Needs. Assignment of specific personnel to the BLM Pilot Offices does not appear necessary at this time because a significant portion of EPA's responsibilities related to the Clean Water Act and the Clean Air Act have been authorized to be administered by the respective states.

VI. Measures of Success or Change for the Pilot Program.

- A. Success Measures. Measures of success for the Pilot Program include:
 1. The streamlining of and increased interagency efficiency in processing APDs and associated agency approvals, including elimination of duplication between Federal and state agencies;
 2. The increased ability to more timely process and issue APDs that will withstand administrative and judicial challenge; and
 3. Maintenance or enhancement of high standards of safety and environmental protection through an effective oil and gas inspection and enforcement program.
- B. Data for Measuring Success. In each Pilot Project Office, the following, at a minimum, will be tracked and measured:
 1. The total number of APDs received, processed, and approved;
 2. The elapsed time from receipt to approval, including the time required for major APD steps or components;
 3. Inspections completed and the time and resources needed for each inspection;
 4. The number and percentage of leases found to be in substantial compliance with applicable standards; and
 5. Process efficiencies identified and implemented and approximations of time and resources saved by such efficiencies.
- C. The information identified in the preceding paragraph will be collected for three years after enactment of the Act and will be compared to the same parameters in each Field Office for the previous three years.

VII. Principal Contacts.

- A. U.S. Forest Service.
Director, Minerals and Geology Management
1400 Independence Ave., SW
Washington, DC 20250
- B. Department of Interior.
 1. Bureau of Land Management.
Assistant Director, Minerals, Realty, and Resource Protection U.S.
Department of the Interior

- 1849 C Street, NW
Washington, DC 20240
2. U.S. Fish & Wildlife Service.
Assistant Director, Fisheries and Habitat Conservation
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240
 3. Bureau of Reclamation.
Deputy Commissioner for Operations
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240
 4. Bureau of Indian Affairs
Regional Director, Navajo Regional Office
Gallup, New Mexico, 87305
 5. Minerals Management Service.
Associate Director, Minerals Revenue Management
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240
- C. Environmental Protection Agency
Director, Office of Federal Activities
1200 Pennsylvania Avenue, NW
Washington, DC 20460
- D. U.S. Army Corps of Engineers.
Headquarters
Chief, Regulatory Programs
441 G Street, NW
Washington, DC 20314

VIII. Funding

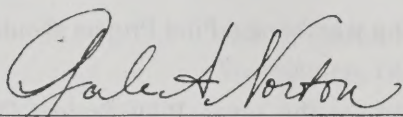
- A. Section 365(g) of the Energy Policy Act of 2005 amends Section 35 of the Mineral Leasing Act (30 U.S.C. 191) by authorizing funding to "...the Secretary of the Interior for expenditure, without further appropriation and without fiscal year limitation, for the coordination and processing of oil and gas use authorizations on onshore Federal land under the jurisdiction of the Pilot Project offices..."
- B. Section 365(h) of the Energy Policy Act of 2005 authorizes the Secretary of the Interior to expend or transfer funds as necessary to the identified agencies participating in the Pilot Project.
- C. The details of the levels of support to be furnished to the FWS, BIA, Reclamation, USACE, Forest Service, and EPA by the BLM with respect to funding and personnel will be developed in specific Interagency Agreements, contingent on the availability of funding.

IX. Report to Congress. No later than 3 years after the date of enactment of the Act, the Secretary of Interior is required by Section 365(e) of the Act to submit to Congress a report that:

- A. Outlines the results of the Pilot Project to date, and

- B. Makes a recommendation to the President regarding whether the Pilot Project should be implemented throughout the United States.
- X. Duration. The Act mandates the establishment of a Fund for the seven Pilot Project Offices' expenditures through fiscal year 2015. Expansion of the Pilot Project is dependent upon the report to Congress required by Section 365(e) of the Act and the Secretary of the Interior's recommendation and the President's subsequent action on the recommendation.
- XI. Modification. If the Parties decide to change the scope of the Pilot Project, this MOU will be revisited and modified as necessary. All Parties potentially affected by a modification must sign the modification for it to be effective.
- XII. Meetings. The participating agencies plan to meet on a bi-annual basis to discuss the progress and lessons learned associated with the Pilot Project. Additional coordination meetings or conference calls may be held as needed.
- XIII. Dispute Resolution. If a dispute arises under this MOU that is not resolved informally between or among the Parties, then any Party may pursue the following dispute resolution procedure:
 - A. The Party that seeks resolution will provide a written statement of its dispute, along with any rationale or supporting documents, to the other interested Parties. The Parties will engage in discussions in an attempt to arrive at a consensus and resolve the dispute.
 - B. If no resolution is reached within thirty (30) calendar days of receipt of the statement of dispute, then the dispute may be elevated to the Parties' respective headquarters-level officials, or their designees. The headquarters-level officials for the Parties will engage in discussions in an attempt to arrive at a consensus. If consensus is not achieved by the headquarters-level officials within thirty (30) calendar days of their receipt of the statement of dispute, the Parties will promptly elevate the matter to the principal policy makers for the respective Parties, who will resolve the matter.
 - C. The time limits in the preceding paragraph may be extended on the mutual agreement of the Parties to the dispute.
- XIV. Supplemental Agreements. Subsequent to the signing of this MOU, additional Federal or state interagency agreements may be required for the purposes of outlining more specific interagency relationships or for transferring funds from the BLM to such state or Federal agencies.
- XV. No Private Right of Action and Limited Applicability. This MOU is not intended to, and does not, create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity, by a person against the United States, its agencies, its officers, or any person. This MOU does not direct or apply to any person outside of the signatory Parties.

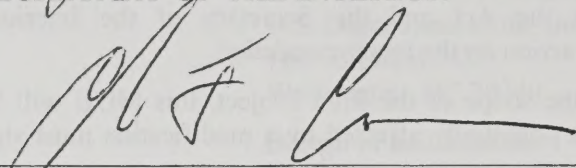
ACCORDINGLY, the Parties have signed this Memorandum of Understanding on the dates set forth below, to be effective for all purposes as of the date last signed. The signatures may be executed using counterpart original documents.



SECRETARY OF THE INTERIOR

OCT 24 2005

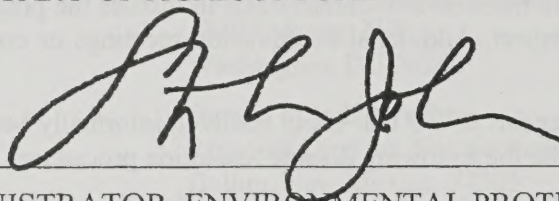
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SECRETARY OF AGRICULTURE

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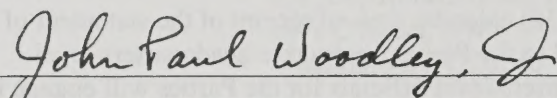
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ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY

OCT 18 2005

DATE



ASSISTANT SECRETARY OF THE ARMY FOR CIVIL WORKS

OCT 19 2005

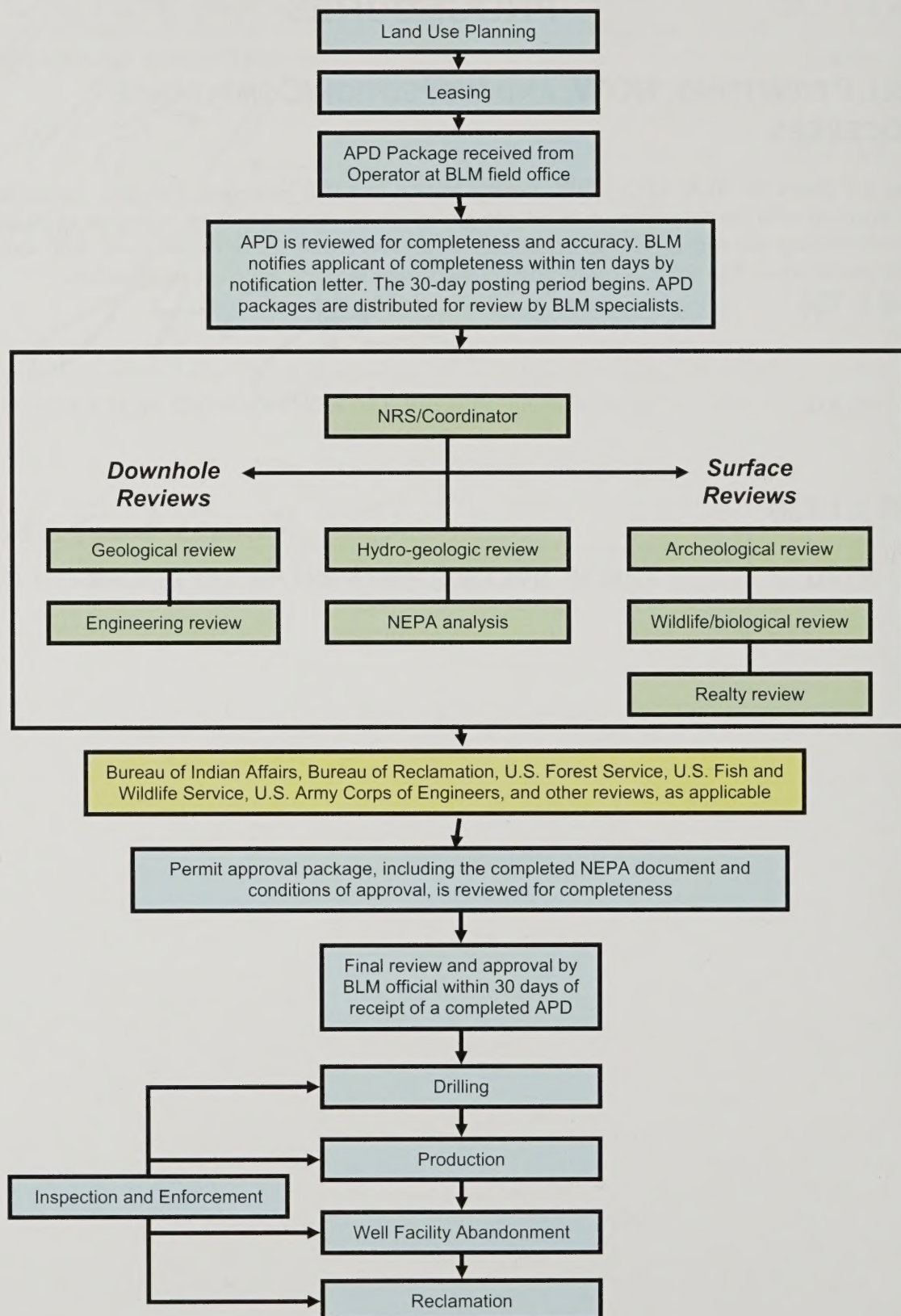
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APPENDIX 4—PILOT BUSINESS PROCESSES AND PROCEDURES

WELL PERMITTING, ROW, AND INSPECTION/COMPLIANCE PROCESSES

Figure 4-1 shows the BLM APD, ROW, Sundry Notice, and I&E processes. The chart summarizes the steps involved with the authorization of oil and gas activities, starting with an overview of BLM/USFS land use planning and ending with an explanation of the reclamation of lands associated with abandoned oil and gas facilities. The sections below briefly describe the steps presented in the flowchart.

**Figure 4-1. BLM Oil and Gas Process Flowchart
(APD, Sundry Notice, ROW, and I&E)**



During the pilot office visits, it was found that all of the offices were following either single- or multiple-well APD processing, however, the time frames established for completing the APD and notifying the applicant that the application was complete or incomplete varied by office. As offices improve their efficiencies, the time frames for processing APDs are moving closer to meeting desired objectives.

LAND USE PLANNING

A land use plan identifies where and under what conditions oil and gas development and associated activities will be permitted. The land use plan must identify those portions of the planning area that will be open to oil and gas leasing, exploration, and development. The plan also identifies what constraints will be applied to these activities. The constraints are applied to oil and gas activities during the leasing stage as lease stipulations (Figure 4-1). The constraints are designed to be consistent with the goals and objectives for natural resources within the field office. The types of constraints could include seasonal restrictions, controlled surface use restrictions, or no surface occupancy stipulations. The land use plan also identifies areas closed to oil and gas leasing. These areas would be closed where uses or resource values could not be protected even with the most restrictive lease stipulations. A plan-level decision to open the lands to leasing represents BLM's determination, based on the information available at the time, that those lands are suitable for the development of oil and gas development consistent with the terms of the lease, laws, regulations, and orders, and subject to reasonable conditions of approval (COAs). When applying leasing restrictions, the least restrictive constraint should be used to meet the resource protection objective.

LEASING

Leasing federal oil and gas is a discretionary action. Public lands are available for oil and gas leasing after they have been evaluated through BLM's multiple use planning process and land use plans. During the leasing stage, stipulations may be required as a condition of lease issuance. These stipulations or restrictions could be applied to a lease based on BLM's determination that oil and gas development would conflict with the protection or management of other resources or public land uses. Subject to the stipulations, the leases are issued on the condition that the lessee will have to obtain BLM approval before conducting any surface-disturbing activities. This approval is obtained during the APD process. The lease grants the "exclusive right to drill for, mine, extract, remove, and dispose of all the oil and gas (except helium) in the lands described...together with the right to build and maintain necessary improvements..." (BLM Form 3100-11b).

APPLICATIONS FOR PERMIT TO DRILL

Onshore Oil and Gas Order No. 1 describes the procedure for filing either an APD or Application for Permit to Reenter, Form 3160-3, or a notice of staking followed by an APD. Regulations require the operator to initiate an APD at least 30 days prior to commencement of operations. The operator is required to file the complete APD package for operations of each well, including those on National Forest System lands, with the appropriate BLM office. Drilling operations and surface disturbance do not take place prior to the authorized officer's approval of the permit.

When the APD has been received by BLM, it follows a specific process of reviews, in consultation with the surface management agency as appropriate, to determine whether the APD is complete. Before the APD is determined to be complete, it must be administratively and technically complete, i.e., it must contain a drilling plan, a Surface Use Plan, evidence of a bond, and other information as may be required.

On USFS lands, the USFS (and BOR for BOR lands) must approve the surface use portion of the APD before BLM can approve the APD. The APD process is included in Figure 4-1. Note that the process described in Figure 4-1 could also be applied to sundry notices and ROW permit processing. The following sections below apply to sundry notice and ROW permitting as required.

A proposal by the operator to redrill, deepen, perform casing repairs, plug-back, alter casing, perform nonroutine fracturing jobs, recompleting in a different interval, perform water shut off, commingle production between intervals, and/or convert to injection must be approved by the authorized officer before work is started. If there is additional surface disturbance, the proposal must include a Surface Use Plan of Operations. The authorized officer may prescribe that each proposal contain all or a portion of the information contained in an APD that is filed as a sundry notice.

Unless additional surface disturbance is involved and if the operations conform to the standard of prudent operating practice, prior approval is not required for routine fracturing or acidizing jobs, or recompleting in the same interval. However, a subsequent report on these operations must be filed as a sundry notice.

Section 366 of the Act requires the Secretary of the Interior to notify the applicant within ten days after receiving the APD whether the application is complete and what is required to be complete. This section of the Act also requires the Secretary to issue a permit no later than 30 days after receiving a completed application if NEPA has been complied with, or defer the decision and provide notification to the applicant indicating the steps that will be necessary to approve the application.

For on-lease activities, an APD, sundry notice permit, ROW grant, or other authorization from BLM, or another surface management agency permit will be required unless exempted by an Onshore Order or Notice to Lessees. Such on-lease activities include the disposal of produced water, authorizations for use of sand or gravel, and gas flaring and venting. By contrast, off-lease activities, such as the installation of production facilities and roads, require a permit, ROW, or other authorization from the surface management agency. BLM approval of an APD does not relieve the operator from obtaining any other authorizations required for drilling or subsequent operations. This includes any requirements of other federal, tribal, state, or local authorities.

NEPA

Compliance with the NEPA of 1969 is integral to the APD process. BLM, and if applicable, the USFS or BOR, are responsible for ensuring compliance with NEPA. Upon receipt of a complete APD or formal proposal that encompasses multiple wells in a specific area, BLM, the surface management agency, or the agency's or operator's environmental contractor will conduct an environmental analysis and prepare an environmental document in conformance with the requirements of NEPA and the regulations of the Council on Environmental Quality. Regardless of which agency, entity, or individual prepares the environmental analysis document, BLM must concur with the content prior to issuing a decision document. In the cases of USFS and BOR lands, where the environmental analysis is conducted jointly with BLM, each agency will issue its own decision. The extent of the environmental analysis process and time frame for issuance of a decision will depend on the complexity of the proposed action and resulting analysis, and the significance of the environmental effects disclosed.

Section 390 of the Act establishes statutory categorical exclusions (CXs) under NEPA that apply to five categories of oil and gas exploration and development on federal oil and gas leases (BLM WO IM No. 2005-247). This section of the Act took effect on the date of enactment, August 8, 2005. The five categories of oil and gas exploration and development on federal oil and gas leases include:

- Individual surface disturbances of less than five acres so long as the total surface disturbance on the lease is not greater than 150 acres and site-specific analysis in a document prepared pursuant to NEPA has been previously completed
- Drilling of an oil or gas well at a location or well pad site at which drilling has occurred previously within five years before the date of spudding the well
- Drilling an oil or gas well within a developed field for which an approved land use plan or any environmental document prepared pursuant to NEPA analyzed such drilling as a reasonably foreseeable activity, so long as such plan or document was approved within five years before the date of spudding the well
- Placement of a pipeline in an approved ROW corridor, as long as the corridor was approved within five years before the date of placement of the pipeline
- Maintenance of a minor activity, other than any construction or major renovation of a building or facility.

In reviewing an APD, Surface Use Plan of Operations, or pipeline application involving a proposed activity that meets the criteria of the above-described five categories, the appropriate CX is to be applied, and further NEPA analysis is not required. The CX is applied unless the activity does not meet the standard prescribed in the law to qualify for the exclusion.

NRSs are the leads for the development of the permit NEPA documentation including Environmental Assessments (EAs), Findings of No Significant Impact (FONSI), and statutory CXs. In some of the field offices, the NRSs coordinate the development of NEPA documents, and in other field offices, the NRS staff are responsible for drafting the NEPA documents. Depending on the field office, the APDs are assigned to different NRS staff based on a variety of criteria, including workload, familiarity with the operator, or site-specific knowledge of the field office.

The NRSs interact on a formal and informal basis with agencies during the development of NEPA documents for the APD process to resolve issues with well permit applications. While NRSs collaborate with a number of interagency organizations for a particular well permit application, they mainly do so in conjunction with each functional specialty within the field offices.

Archeological Review

The archeological review is an evaluation of the historical and cultural significance of properties in advance of well permit surface disturbance activities. Archeologists or cultural specialists are responsible for conducting the archeological review. Cultural specialists review each proposed APD area to ensure compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (Section 106). Cultural specialists may be engaged at various points in the permit surface disturbance planning process, including the pre-submission phase and with onsite visits of the proposed well pad location.

Six of the seven Pilot Project offices have established consultation protocols with their respective State Historic Preservation Offices (SHPOs). A consultation protocol agreement is not in place in Utah (Vernal Field Office). In general, SHPO protocols delegate authority to BLM cultural specialists to determine the eligibility of a site. If the site is determined ineligible, then consultation with SHPO is not required. If the site is determined eligible, then BLM cultural specialists are required to consult with SHPO and obtain a determination. The SHPO protocols have improved the efficiency of the Section 106 consultations and have been critical in streamlining the cultural review process.

In 2003, the Department of Energy (DOE), under the PUMP III program, provided a project grant to BLM New Mexico and BLM Wyoming, and the SHPOs of New Mexico and Wyoming to develop two automated cultural resources business process systems. The first system, now in use, called the Cultural

Resource Information Summary Program (CRISP), allows an oil and gas operator to query spatially (map) depicted data using Geographic Information System (GIS) technology for a designated project area, a listing of existing cultural surveys, known national historic sites, and predictive indicators of potential buried sites. This system saves time and resources by leveraging prior surveys and conducting new surveys only where needed. CRISP is now being used by BLM New Mexico and BLM Wyoming and by the Industry. The second system, the Cultural Resource Management (Project) Tracking System (CRMTracker), was developed to fully automate the submission of completed cultural survey reports to BLM and forwarding of these reports to the respective SHPOs as necessary. CRMTracker is now being used statewide by BLM Wyoming. The Buffalo, Rawlins, and Farmington pilot offices recognize these technologies as having considerable potential to substantially improve the efficiency of the current cultural review process.

Wildlife Review

Wildlife biologists are responsible for assessing the impact of proposed oil and gas surface disturbance activities to wildlife habitat, vegetation, and land cover. The wildlife biologists conduct onsite wildlife surveys or review contract wildlife survey information submitted by the project proponent. The wildlife biologist is responsible for writing the Biological Assessment portion of the NEPA EA for a proposed oil and gas surface disturbance activity.

Under provisions of Section 7(a)(2) of the ESA, a federal agency that permits, licenses, funds, or otherwise authorizes activities must consult with the USFWS to ensure that its actions will not jeopardize the continued existence of any listed species. Wildlife biologists are required to conduct Section 7 consultations with USFWS if a proposed activity would likely affect threatened or endangered species. If listed species are present, the federal agency must determine whether the action may affect the species. A “may affect” determination includes those actions that are not likely to adversely affect as well as likely to adversely affect listed species. If the federal agency determines that the action is not likely to adversely affect listed species, and the USFWS agrees with that determination, the USFWS provides concurrence in writing and no further consultation is required. If the federal agency determines that the action is likely to adversely affect listed species, then it must request initiation of formal consultation. Once formal consultation begins, the USFWS prepares a biological opinion. The biological opinion is the document that states the opinion of the USFWS regarding whether or not the federal action is likely to jeopardize the continued existence of listed species or result in the destruction or adverse modification of critical habitat.

Wildlife biologists indicated that their participation in onsite visits during the APD process improves permit processing efficiency. Onsite visits were noted as having particular benefits to improving APD processing time, because these visits enable both USFWS and BLM wildlife biologists to assess the impacts of the proposed surface disturbance activity to wildlife, habitat, and other environmental conditions. This enables a mutual understanding of relevant local wildlife species, terrain, and conditions, which may result in early changes to the proposed action and facilitate a more informed decision-making process.

Surface Compliance Review

The surface compliance staff includes individuals in a variety of disciplines such as hydrologists, civil engineers, geologists, soil scientists, mineral resource specialists, wildlife biologists, and range management specialists. The staff is responsible for drafting and reviewing discipline-specific sections of the APD and associated NEPA documents. The staff also participates in the onsite visits to proposed well

pad locations and is responsible for surface compliance inspection and monitoring before, during, and after construction/reclamation activities.

Realty Review

The realty staff consists of realty specialists, land law examiners, and realty compliance technicians. The realty staff approves ROW grants for those oil and gas related facilities located off lease, all third-party pipelines, power lines, and telephone lines either on or off lease, and all off-lease roads across public lands and reviews or may draft the appropriate NEPA documentation. Realty staff members are also responsible for ensuring compliance with the ROW grant terms and conditions.

Downhole Review

The geologists and petroleum engineers review the APD 8-point downhole technical plan submitted by the applicant. The geologist reviews the geologic information submitted, including important geologic markers and their depths, and estimated depths of anticipated oil, gas, water, and mineral bearing formations. Oil and gas operations must be designed to protect mineral bearing formations and protect usable water from commingling with brackish water or hydrocarbons. The petroleum engineer reviews other associated oil/gas drilling operations, including the adequacy of pressure control equipment; drilling equipment used; casing and cementing programs; information on the mud system to control drilling operations; information on testing, logging, and coring; information on expected bottom hole pressures and temperatures or unexpected hazards; and any other information to be considered by BLM in reviewing the drilling permit. A Hydrogen Sulfide (H₂S/Poison Gas) Drilling Operations Plan will be required if H₂S is anticipated to be encountered, as required by Onshore Order Number 6.

INSPECTION AND ENFORCEMENT

Leaseholds that are producing or are expected to produce significant quantities of oil or gas in any year, or have a history of noncompliance, will be inspected by BLM at least once a year. Other factors, such as health and safety, environmental concerns, and potential conflict with other resources, also determine inspection priority. Inspections of leasehold operations are made to ensure compliance with applicable laws, regulations, lease terms, the APD and its COAs, Onshore Oil and Gas Orders, Notices to Lessees, and other written orders of the authorized officer.

Inspection activities are driven and managed by an annual I&E Strategy. The petroleum engineering technicians are responsible for completing the majority of inspections. The BLM Washington Office's current I&E Strategy policy (WO IM No. 2006-033) identifies the following inspection workload priorities:

1. High Priority drilling wells
2. High Priority plugging and abandonment operations
3. Federal and Indian production cases rated High to Federal Oil and Gas Royalty Management Act (FOGRMA) criteria
4. High Priority environmental inspections, federal and Indian.
5. High Priority production inspections on new producing oil and gas wells
6. Cases that have had a change of operator
7. Inspections during any well production testing occurring during or after High Priority drilling operations but before the well is placed on a producing well status
8. High Priority workover operations
9. Thirty-three (33) percent of the remaining Indian production cases

10. Thirty-three (33) percent of the remaining federal production cases
11. Interim reclamation inspections.

DRILLING

Drilling operations occur after the APD has been approved by the authorizing officer. Drilling is generally preceded by the construction of roads, access ways, well sites, and pipelines. The construction of these facilities is monitored and inspected by the surface compliance and I&E staff. Prior to spudding in the well, or starting drilling operations, the operator notifies BLM so that inspection staff can be present. Throughout the drilling operations, BLM staff inspect the site and operations to ensure compliance with applicable laws, regulations, lease terms, the APD, APD COAs, Onshore Oil and Gas Orders, Notices to Lessees, and orders and instructions. These include, but are not limited to, conducting operations in a manner that ensures protection of surface and subsurface natural resources, environmental quality, life, and property. The primary objective is to maximize the ultimate recovery of oil and gas with minimum waste and with minimum adverse effect on other mineral and natural resources, and environmental quality.

PRODUCTION

Once a well goes into production, inspections are conducted on operations to ensure oil and gas is properly handled, measured, and reported for royalty purposes. Production inspections also include verification of site security and environmental protection. Based on the mandates under FOGMA priorities on verification of production accountability are critical to these inspections.

Additionally, production accounting technicians supplement production field inspections by reviewing and auditing production data and verifying the accuracy oil and gas volumes measured on site, which are reported to MMS. Both oil and gas inspectors and the production accounting technicians closely coordinate with the MMS and state agencies to determine the accuracy of production reporting.

ABANDONMENT

Each drilling well is subsequently plugged and abandoned where oil or gas is not encountered in paying quantities or after a producing well is no longer capable of producing oil or gas in paying quantities. As with drilling operations, inspections are also conducted on abandonment operations by bureau inspectors and surface compliance specialists to ensure operations are conducted in a manner that protects the surface and subsurface natural resources, environmental quality, life, and property.

Upon the removal of drilling or producing equipment from the site of a well that is to be permanently abandoned, the site is reclaimed. The objective of reclamation in the short term is to provide site stability and basic productivity. The final goal of reclamation is to restore the character of the land and water to its pre-disturbance condition. The operator is responsible for completing the reclamation activities necessary to achieve the short-term objective, and upon abandonment, establishing the conditions on the site so that no impediment exists that would prevent achieving the final goal.

All surface disturbances associated with plugged wells and facility abandonment must be reclaimed after operations have concluded. The final abandonment notice, including final reclamation, is approved by BLM after successful reclamation of the site.

APPENDIX 5—PERFORMANCE MEASURES DATA DICTIONARY

This appendix is the data dictionary of the final performance measures that will be used for the Pilot Project. Each table below provides further detail for each measure including the measure name, key performance category, Pilot Project goal, description, attributes, frequency, unit type, data source, and data collector.

Table A5-1. Section 365 Pilot Project Performance Measures

BLM SECTION 365 PILOT PROJECT—1.1		
Measure Name: Number of permits (including APDs, ROWs, Sundries and PODs) requiring interagency coordination / review		
Key Performance Category: Interagency Collaboration	Pilot Project Goal: Increase interagency coordination and cooperation in the processing of permits required to support oil and gas use authorizations on federal lands	
Description for BLM for Permits: Number of well permits (including APDs, ROWs, Sundries and PODs) that require formal reviews from two or more Pilot Project participating agencies		
Descriptions for BLM for NEPA Reviews: Number of NEPA Reviews requiring interagency consultation, by EA, CX, AD and DNA		
Description for USACE: Number of USACE Regulatory action in support of federal oil/gas permitting		
Description for USFWS: Number of permits requiring interagency coordination / review - subdivided by agency review (NEPA) and consultations under the ESA. Additional data, if available will be collected for: (1) Count of well permits that USFWS recommended for conservation measures / BMPs, (2) Count of well permits for which USFWS recommended conservation measures that are incorporated into approval / issuance of well permits (3) Count of number of well permits separately for ESA consultations that were required or not, divided into formal and informal consultations		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• BLM for Permits: Field Office, Federal Agency, State Agency, Permit Type• BLM for NEPA Reviews: Field Office, Federal Agency, State Agency, Environmental Analysis Document Type• USACE: Field Office• USFWS: Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">• BLM: AFMSS and CUFF records• USACE: Manual, ORM2• FWS: TAILS, manual databases (Access, Excel) at Field Offices	Data Availability: 42003-2005: TBD (BLM), Partial (USACE), Maybe (USFWS) – Access/Excel 2006-2008: TBD (BLM), Partial (USACE), Yes (USFWS) - TAILS	Data Collector: <ul style="list-style-type: none">• Pilot office point of contact (POC)• USACE: Thomas Johnson (Pilot Office POC), Eric Morrison (GIS Specialist)• FWS: TAILS – Greg Watson, Kathleen Erwin• Field Office Staff

Data Dictionary for Original measure 1.1 + USACE and USFWS inputs for 1.1 + New Measure 1.1.1 for Interagency NEPA Reviews

BLM SECTION 365 PILOT PROJECT—1.2

Measure Name: Average elapsed time to complete the interagency reviews associated with NEPA actions, by EA, CX, AD and DNA

Key Performance Category: Interagency Collaboration

Pilot Project Goal: Increase interagency coordination and cooperation in the processing of permits required to support oil and gas use authorizations on federal lands

Description: Average elapsed time to complete the interagency reviews associated with NEPA actions, by EA, CX, AD and DNA

Description for USACE: Average elapsed time to complete USACE Regulatory Actions in support of Federal Oil & Gas permitting

Description for USFWS: Average elapsed time to complete permitted Federal actions requiring interagency coordination / review - subdivided by agency review (NEPA) and consultations under the ESA Additional data, if available, will be collected on Acres considered, number of sensitive/migratory species considered, and number of coordinating events undertaken for permits by USFWS for: (1) Average days to complete review for well permit – related federal actions, further sub-divided by Informal and Formal ESA consultations (2) Average days to complete review of programmatic analyses (RMP/Area EIS), further sub-divided by Informal and Formal ESA consultations

Attributes: Data for this measure will be collected to display performance by:

- Overall: Field Office, Federal Agency, State Agency, Environmental Analysis Document Type
- USACE: Field Office, Permit Type
- USFWS: Field Office, Permit Type

Frequency: Annual

Unit Type: Days

Data Source:

- BLM: AFMSS and CUFF records
- USACE: Manual, ORM2
- USFWS: TAILS
- Manual databases (Access, Excel) at Field Offices

Data Availability:

- 42003-2005: TBD (BLM), Partial (USACE), Partial (USFWS) – not available for species and events considered
- 2006-2008: TBD (BLM), Partial (USACE), Partial (USFWS) – not available for species considered

Data Collector:

- BLM
- 4USACE: Thomas Johnson (Pilot Office POC), Eric Morrison (GIS Specialist)
- USFWS: TAILS – Greg Watson, Kathleen Erwin
- Field Office staff

Data Dictionary for Original measure 1.2 + USACE and FWS inputs for 1.2

BLM SECTION 365 PILOT PROJECT—1.3**Measure Name:** Number of programmatic analyses requiring interagency coordination / review (NEPA)**Key Performance Category:** Interagency Collaboration**Pilot Project Goal:** Increase interagency coordination and cooperation in the processing of permits required to support oil and gas use authorizations on federal lands**Description for BLM:** Number of programmatic coordinations / reviews completed for BLM permits (APD, ROW, Sundry, POD)**Description for USFWS:** Number of USFWS programmatic analyses requiring interagency NEPA review**Additional data, if available, will be collected for:** Count of programmatic analyses that USFWS recommended for conservation measures / BMPs, (2) Count of programmatic analyses for which USFWS recommended conservation measures were and were not incorporated (3) Count of number of programmatic analyses separately for ESA consultations that were required or not, divided into formal and informal consultations**Attributes:** Data for this measure will be collected to display performance by:

- Overall: Field Office, Federal Agency, State Agency, Environmental Analysis Document Type
- USFWS: Field Office, State Agency, Permit Type

Frequency: Annual**Unit Type:** Number**Data Source:**

- BLM: AFMSS and CUFF records
- FWS: TAILS, Manual Databases (Excel/Access)

Data Availability:

- 2003-2005: TBD (BLM), Maybe (USFWS)
- 2006-2008: TBD (BLM), Maybe (USFWS)

Data Collector:

- State Program Lead/Assistant Field Manager
- FWS: TAILS – Greg Watson, Kathleen Erwin, Field Office Staff

Data Dictionary for original measure 1.3 + FWS inputs

BLM SECTION 365 PILOT PROJECT—2.1**Measure Name:** Number of APDs received**Key Performance Category:** Business Process**Pilot Project Goal:** Increase ability to process APDs**Description:** Number of APDs received by Pilot offices as reported on APD.22—APD Status Report**Attributes:** Data for this measure will be collected to display performance by:

- Field Office, Federal Agency (USFS, BOR)

Frequency: Annual**Unit Type:** Number**Data Source:**

- AFMSS—As reported in APD.22 for federal wells only. If AFMSS is unavailable, data to be provided by local POC

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- WO-310

BLM SECTION 365 PILOT PROJECT—2.2

Measure Name: Number of APDs processed		
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs
Description: Number of federal APDs processed by Pilot offices as reported on APD.22—APD Status Report. APDs processed can be approved or have other disposition. Final disposition can be approved or otherwise acted upon		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">AFMSS—as reported in APD.22 If AFMSS is unavailable, data to be provided by local POC	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">WO-310

BLM SECTION 365 PILOT PROJECT—2.3

Measure Name: Number of APDs approved		
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs
Description: Number of federal APDs approved by Pilot offices as reported on APD.22—APD Status Report		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office, Federal Agency (USFS, BOR)		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">AFMSS—as reported in APD.22. If AFMSS is unavailable, data to be provided by local POC	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">WO-310

BLM SECTION 365 PILOT PROJECT—2.4

Measure Name: Number of APDs pending		
Pilot Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs
Description: Total number of APDs that are classified as work in progress and/or have not been approved		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">• AFMSS—as reported in APD.22 If AFMSS is unavailable, data to be provided by local POC	Data Availability: <ul style="list-style-type: none">• 2003-2005: TBD• 2006-2008: TBD	Data Collector: <ul style="list-style-type: none">• WO-310

BLM SECTION 365 PILOT PROJECT—2.5

Measure Name: Number/Percentage of APDs processed/approved within time standards		
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs in a more timely manner
Description for APDs Processed: Number/Percentage of APDs processed within 30, 60, 90, 120 and beyond 120 day time frames		
Description for APDs Approved: Number/Percentage of APDs approved within 30, 60, 90, 120 and beyond 120 day time frames		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• APDs Processed: Field Office, Federal Agency (BLM, USFS)• APDs Approved: Field Office, Federal Agency (BLM, USFS)		
Frequency: Annual		Unit Type: Number/Percentage
Data Source: <ul style="list-style-type: none">• AFMSS—BRIO report only	Data Availability: <ul style="list-style-type: none">• 2003-2005: TBD• 2006-2008: TBD	Data Collector: <ul style="list-style-type: none">• WO-310

Data Dictionary for original measure 2.5 + 2.5.1 regarding approval timeframes

BLM SECTION 365 PILOT PROJECT—2.6

Measure Name: Average APD processing/approval time		
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs in a more timely manner
Description for APDs processed: Average APD processing time from date of receipt of a completed APD until date of final disposition by BLM		
Description for APDs approved: Average APD approval time based on time as measured: (a) from date of receipt of APD application until date of approval by BLM, and (b) from date of receipt of a completed APD until date of approval by BLM		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office		
Frequency: Annual		Unit Type: Days
Data Source: <ul style="list-style-type: none">AFMSS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">Pilot office POC

Data Dictionary for original measure 2.6 + 2.6.1 regarding approval times

BLM SECTION 365 PILOT PROJECT—2.7**Measure Name:** Number of wells drilled**Key Performance Category:** Business Processes**Pilot Project Goal:** Improve ability to rapidly respond to demands for oil and gas production on federal lands to support the nation's increased need for energy resources**Description:** Number of wells that have been drilled based on federal APDs approved by Pilot offices, as reported on APD.22—APD Status Report**Attributes:** Data for this measure will be collected to display performance by:

- Field Office

Frequency: Annual**Unit Type:** Number**Data Source:**

- AFMSS—as reported in APD.22. If AFMSS is unavailable, data to be provided by local POC

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- WO-310

BLM SECTION 365 PILOT PROJECT—2.8**Measure Name:** Number of sundry notices received**Key Performance Category:** Business Processes**Pilot Project Goal:** Increase ability to process APDs**Description:** Number of sundry notices received by Pilot offices**Attributes:** Data for this measure will be collected to display performance by:

- Field Office

Frequency: Annual**Unit Type:** Number**Data Source:**

- AFMSS

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- Pilot office POC

BLM SECTION 365 PILOT PROJECT—2.9**Measure Name:** Number of sundry notices processed**Key Performance Category:** Business Processes**Pilot Project Goal:** Increase ability to process APDs**Description:** Number of sundry notices processed by Pilot offices**Attributes:** Data for this measure will be collected to display performance by:

- Field Office

Frequency: Annual**Unit Type:** Number**Data Source:**

- AFMSS

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- Pilot office POC

BLM SECTION 365 PILOT PROJECT—2.10

Measure Name: Number of right of way (ROW) applications received by a Pilot office (for oil- and gas-related ROWs)		
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs
Description: Number of ROW applications received by Pilot offices (for oil- and gas-related ROWs)		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">LR2000 and/or MIS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">Pilot office POC

BLM SECTION 365 PILOT PROJECT—2.10.1

Measure Name: Number of ROWs approved			
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs	
Description: Number of ROW applications approved by a Pilot office (for oil- and gas-related ROWs)			
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office			
Frequency: Annual		Unit Type: Number	
Data Source: <ul style="list-style-type: none">LR2000 and/or MIS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD		Data Collector: <ul style="list-style-type: none">Pilot office POC

BLM SECTION 365 PILOT PROJECT—2.11

Measure Name: Number of ROW applications processed			
Key Performance Category: Business Processes		Pilot Project Goal: Increase ability to process APDs	
Description: Number of ROW applications processed by a Pilot office (for oil- and gas-related ROWs)			
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office			
Frequency: Annual		Unit Type: Number	
Data Source: <ul style="list-style-type: none">LR2000 and/or MIS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD		Data Collector: <ul style="list-style-type: none">Pilot office POC

BLM SECTION 365 PILOT PROJECT—2.12

Measure Name: Number of National Environmental Policy Act (NEPA) analyses conducted		
Key Performance Category: Business Processes		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas inspection and enforcement (I&E) program for operations on federal lands
Description for BLM: Number of NEPA analyses conducted for NEPA analysis or surface use plans Description for USACE: Number of Environmental Assessments (EAs) conducted for NEPA analysis or surface use plans		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none"> • Overall: Field Office, Federal Agency, Environmental Analysis Document Type • USACE: Field Office 		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none"> • BLM: AFMSS and CUFF records • USACE: USACE Systems (ORM2) 	Data Availability: <ul style="list-style-type: none"> • 2003-2005: TBD (BLM), Yes (USACE) • 2006-2008: TBD (BLM), Yes (USACE) 	Data Collector: <ul style="list-style-type: none"> • CX state or Pilot office POC • USACE: Thomas Johnson (Pilot Office POC), Eric Morrison (GIS Specialist)

Data Dictionary for original measure 2.12 with USACE inputs included

BLM SECTION 365 PILOT PROJECT—2.12.1

Measure Name: Processing Time for BLM/USFS National Environmental Policy Act (NEPA) review/analyses conducted		
Key Performance Category: Business Processes		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas inspection and enforcement (I&E) program for operations on federal lands
Description for BLM: Number of days for BLM NEPA review/analyses conducted for NEPA review or surface use plans Description for USFS: Number of days for USFS NEPA review/analyses conducted for NEPA review or surface use plans		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none"> • BLM: Field Office, Environmental Analysis Document Type • USFS: Field Office, Federal Agency, Environmental Analysis Document Type 		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none"> • TBD 	Data Availability: <ul style="list-style-type: none"> • 2003-2005: TBD • 2006-2008: TBD 	Data Collector: <ul style="list-style-type: none"> • TBD

Data Dictionary for BLM and FS-suggested new measure on processing time for NEPA review

BLM SECTION 365 PILOT PROJECT—2.13

Measure Name: Number of inspections performed		
Key Performance Category: Business Processes		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas I&E program for operations on federal lands
Description: Number of federal inspections performed by Pilot office as reported in IEP.49 report Description for USACE: Number of compliance inspections		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• Overall: Field Office, Inspection Type• USACE: Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">• BLM: AFMSS—as reported in IEP.49. If AFMSS is unavailable, data to be provided by local POC• USACE: USACE Systems (ORM2)• USFWS: TAILS	Data Availability: <ul style="list-style-type: none">• 42003-2005: TBD (BLM), Yes (USACE), No (USFWS)2006-2008: TBD (BLM), Yes (USACE), No (USFWS)	Data Collector: <ul style="list-style-type: none">• BLM: WO-310• USACE: Pilot Office POC, GIS Specialist• FWS: TAILS

Data Dictionary for original measure 2.13 + USACE and USFWS input

BLM SECTION 365 PILOT PROJECT—2.14

Measure Name: Percentage of I&E strategy accomplished		
Key Performance Category: Business Processes		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas I&E program for operations on federal lands
Description: Percentage of I&E federal strategy accomplished. See first page of IEP.49 report, Percent of Planned YTD		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• Field Office, Inspection Type		
Frequency: Annual		Unit Type: Percent
Data Source: <ul style="list-style-type: none">• AFMSS—as reported in IEP.49. If AFMSS is unavailable, data to be provided by local POC	Data Availability: <ul style="list-style-type: none">• 2003-2005: TBD• 2006-2008: TBD	Data Collector: <ul style="list-style-type: none">• WO-310

BLM SECTION 365 PILOT PROJECT—2.15

Measure Name: Amount of under-reported gas and oil production (volume)		
Key Performance Category: Business Processes		Pilot Project Goal: Promote responsible stewardship of federal subsurface and surface resources
Description: Volume estimates of under-reported oil and gas produced by operators on federal land (via AFMSS production verification inspections)		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office, Commodity		
Frequency: Annual		Unit Type: Volume of oil (bbl) or thousands of standard cubic feet of natural gas (mcf)
Data Source: <ul style="list-style-type: none">AFMSS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">Pilot office POC

BLM SECTION 365 PILOT PROJECT—3.1

Measure Name: Number of outreach meetings conducted			
Pilot Performance Category: Improve Stakeholder Responsiveness		Pilot Project Goal: Improve customer service through a more consistent approach among BLM field offices, and greater certainty in processing time requirements	
Description: Number of outreach meetings conducted per Pilot Project office			
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Overall: Field OfficeUSACE: Field Office			
Frequency: Quarterly		Unit Type: Number	
Data Source: <ul style="list-style-type: none">CUFF records will be supplemented with manually collected dataUSACE manual data	Data Availability: <ul style="list-style-type: none">2003-2005: Yes (USACE), TBD (BLM)2006-2008: Yes (USACE), TBD (BLM)	Data Collector: <ul style="list-style-type: none">Pilot office POCUSACE: Pilot Office POC, GIS Specialist	

Data Dictionary for original measure 3.1 with USACE input included

BLM SECTION 365 PILOT PROJECT—3.2

Measure Name: Percentage of permits where pre-planning, pre-permit/pre-application support is conducted with project proponent

Pilot Performance Category: Improve Stakeholder Responsiveness

Pilot Project Goal: Improve customer service through a more consistent approach among BLM Field Offices, and greater certainty in processing time requirements

Description: Percentage of total permits processed where pre-planning support was conducted

For USACE, this will include separately permit applications where pre-planning support was conducted and other activities that were approved without permits

Attributes: Data for this measure will be collected to display performance by:

- Overall: Field Office
- USACE: Field Office

Frequency: Quarterly

Unit Type: Percentage

Data Source:

- BLM: CUFF records will be supplemented with manually collected data
- USACE: USACE Systems (ORM2)

Data Availability:

- 2003-2005: TBD (BLM), Yes (USACE)
- 2006-2008: TBD (BLM), Yes (USACE)

Data Collector:

- Pilot office POC
- USACE: Pilot Office POC, GIS Specialist

Data Dictionary for original measure 3.2 with USACE input included

BLM SECTION 365 PILOT PROJECT—3.3

Measure Name: Number of legal actions with regard to Decision Appeals (by SDRs/IBLAs Decisions, Federal Court and FOIA requests)

Key Performance Category: Improve Stakeholder Responsiveness

Pilot Project Goal: Improve customer service through a more consistent approach among BLM Field Offices, and greater certainty in processing time requirements

Description for BLM: Number of legal actions relating to decision appeals completed per Pilot Project office including state director appeals, Interior Board of Appeals, federal court cases, and FOIA requests

Description for USACE: This will be a listing of administrative appeals

Attributes: Data for this measure will be collected to display performance by:

- Overall: Field Office, Inspection Type, Violation Type, Decision Appeal Type
- USACE: Field Office, Federal Agency, Permit Type

Frequency: Annual

Unit Type: Number

Data Source:

- BLM: AFMSS and CUFF records
- USACE: USACE Systems (ORM2)

Data Availability:

- 2003-2005: TBD (BLM), Yes (USACE)
- 2006-2008: TBD (BLM), Yes (USACE)

Data Collector:

- Tony Mayfield, WO-830
- USACE: Thomas Johnson (Pilot Office POC), Eric Morrison (GIS Specialist)

Data Dictionary for original measure 3.3 with USACE input included

BLM SECTION 365 PILOT PROJECT—3.4.USFS-1

Measure Name: % of operations on FS land that have had at least 1 site visit to ensure administrative compliance		
Key Performance Category: Improve Stakeholder Responsiveness		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas I&E program for operations on federal lands
Description: All operations on FS land that have had at least one site visit in a year to meet administrative standards for compliance with surface use plans / Total number of operations for the year		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">Field Office		
Frequency: Annual		Unit Type: Percentage
Data Source: <ul style="list-style-type: none">FS data / systems	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">FS representative

Data Dictionary for FS-suggested new measure to track regulatory compliance

BLM SECTION 365 PILOT PROJECT—3.5

Measure Name: Number of environmental violations		
Key Performance Category: Improve Stakeholder Responsiveness		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas I&E program for operations on federal lands
Description: Number of federal environmental violations in Pilot Project offices		
Description for USACE: This will be a separate listing of non-compliance with permit conditions and unauthorized violations referred to the USEPA		
Description for USFS: Number of FS environmental violations		
Additional data, if available, will be collected for the total number of inspections and the total number of inspectors		
Attributes: Data for this measure will be collected to display performance by: <ul style="list-style-type: none">• Overall: Field Office, Federal Agency, Violation Type• USACE: Field Office• USFWS: Field Office, Federal Agency, State Agency• USFS: Field Office		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">• BLM: AFMSS—as reported in IEP.49. If AFMSS is unavailable, data to be provided by local POC• USACE: USACE Systems (ORM2)• USFWS: TAILS• USFS: FS data/systems	Data Availability: <ul style="list-style-type: none">• 42003-2005: TBD (BLM), Yes (USACE), No (USFWS), TBD (USFS)2006-2008: TBD (BLM), Yes (USACE), No (USFWS), TBD (USFS)	Data Collector: <ul style="list-style-type: none">• BLM: WO-310• USACE: Pilot Office POC, GIS Specialist• USFWS: TAILS• USFS: FS Staff

Data Dictionary for original measure 3.5 with USACE inputs

BLM SECTION 365 PILOT PROJECT—3.7

Measure Name: Number of technical violations		
Pilot Performance Category: Improve Stakeholder Responsiveness		Pilot Project Goal: Maintain or enhance high standards of safety and environmental protection through an effective oil and gas I&E program for operations on federal lands
Description: Number of federal technical violations as reported in IEP.49 and IEP.60		
Attributes: Data for this measure will be collected to display performance by field office, violation type		
Frequency: Annual		Unit Type: Number
Data Source: <ul style="list-style-type: none">AFMSS—as reported in IEP.49 and IEP.60. If AFMSS is unavailable, data to be provided by local POC	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">WO-310

BLM SECTION 365 PILOT PROJECT—4.1

Measure Name: Total cost (\$) for APD Processing		
Key Performance Category: Financial Accountability		Pilot Project Goal: Promote responsible stewardship of federal subsurface and surface resources
Description: Total cost to process APDs		
Attributes: Data for this measure will be collected to display performance by field office		
Frequency: Annual		Unit Type: Dollars
Data Source: <ul style="list-style-type: none">• MIS	Data Availability: <ul style="list-style-type: none">• 2003-2005: TBD• 2006-2008: TBD	Data Collector: <ul style="list-style-type: none">• Washington office POC

BLM SECTION 365 PILOT PROJECT—4.2

Measure Name: Total cost (\$) for sundry notice processing		
Key Performance Category: Financial Accountability		Pilot Project Goal: Promote responsible stewardship of federal subsurface and surface resources
Description: Total cost to process sundry notices		
Attributes: Data for this measure will be collected to display performance by field office		
Frequency: Annual		Unit Type: Dollars
Data Source: <ul style="list-style-type: none">MIS	Data Availability: <ul style="list-style-type: none">2003-2005: TBD2006-2008: TBD	Data Collector: <ul style="list-style-type: none">Washington office POC

BLM SECTION 365 PILOT PROJECT—4.3**Measure Name:** Total cost (\$) for ROW processing**Key Performance Category:** Financial Accountability**Pilot Project Goal:** Promote responsible stewardship of federal subsurface and surface resources**Description:** Total cost to process ROWs (for oil and gas related ROWs)**Attributes:** Data for this measure will be collected to display performance by field office**Frequency:** Annual**Unit Type:** Dollars**Data Source:**

- MIS

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- Washington office POC

BLM SECTION 365 PILOT PROJECT—4.4**Measure Name:** Total cost (\$) for I&E**Key Performance Category:** Financial Accountability**Pilot Project Goal:** remote responsible stewardship of federal subsurface and surface resources**Description:** Total cost to conduct inspections and enforcement for oil and gas**Attributes:** Data for this measure will be collected to display performance by field office**Frequency:** Annual**Unit Type:** Dollars**Data Source:**

- MIS

Data Availability:

- 2003-2005: TBD
- 2006-2008: TBD

Data Collector:

- Washington office POC

APPENDIX 6—PERFORMANCE MEASURES ATTRIBUTE MATRIX

The measures attribute matrix identifies, for each performance measure, the most critical data views and performance data drill-downs for the purpose of analyzing and reporting on the Pilot Project's results. For example, performance measure 1.1, number of well permits requiring interagency consultation, is measured by field office, federal agency, state agency, permit type, time period, and environmental analysis document type.

Figure 6-1. BLM Section 365 Pilot Performance Measures Attribute Matrix

Pilot Project Performance Measure Data Templates (with Measures Matrix as a Cover Sheet)														
PERFORMANCE CATEGORY	MEASURE # ⁽¹⁾ , ⁽²⁾	PERFORMANCE MEASURE ⁽³⁾	AGENCY ⁽²⁾	MEASURE ATTRIBUTES										
				By Field Office	By Federal Agency	By State Agency	By Permit Type	by Inspection Type	By Inspection Priority	By Violation Type	By APD Processing Stage	By Decision Appeal Type	By Legal Action	By Commodity
1.0 Interagency Collaboration	1.1	Number of BLM permits (APD, ROW, Sundry, POD) requiring interagency coordination / review	BLM	X	X	X	X							
	1.1.USACE-1	Number of USACE Regulatory Actions in support of Federal Oil & Gas permitting	USACE	X										
	1.1.USFWS-1	Number of permits requiring interagency coordination / review - subdivided by agency review (NEPA) and consultations under the ESA	USFWS											
	1.1.1	Number of NEPA Reviews requiring interagency consultation, by EA, CX, AD and DNA	BLM	X										
	1.2	Average elapsed time to complete the interagency reviews associated with NEPA actions, by EA, CX, AD and DNA	Cumulative	X	X	X								X
	1.2.USACE-1	Average elapsed time to complete USACE Regulatory Actions in support of Federal Oil & Gas permitting	USACE	X			X							
	1.2.USFWS-1	Average elapsed time to complete permitted Federal actions requiring interagency coordination / review - subdivided by agency review (NEPA) and consultations under the ESA	USFWS				X							
	1.3	Number of programmatic coordinations / reviews completed for BLM permits (APD, ROW, Sundry, POD)	Cumulative	X	X	X								X
	1.3.USFWS-1	Number of programmatic analyses requiring interagency NEPA review	USFWS	X		X	X							

Figure 6-1. BLM Section 365 Pilot Performance Measures Attribute Matrix (cont'd)

Pilot Project Performance Measure Data Templates (with Measures Matrix as a Cover Sheet)											
PERFORMANCE CATEGORY	MEASURE # ^{(1), (2)}	PERFORMANCE MEASURE ⁽³⁾	AGENCY ⁽²⁾	MEASURE ATTRIBUTES							
				By Field Office	By Federal Agency	By State Agency	By Permit Type	By Inspection Type	By Inspection Priority	By Violation Type	By APD Processing Stage
				By Decision Appeal Type	By Legal Action	By Commodity	By Environmental Analysis Document Type				
2.0 Business Processes	2.1	Number of APDs received	BLM/USFS	X	X						
	2.2	Number of APDs processed	BLM	X							
	2.3	Number of APDs approved	BLM/USFS	X	X						
	2.4	Number of APDs pending	BLM	X							
	2.5.1	Number/Percentage of APDs approved within 30, 60, 90, 120 and beyond 120 day time frames	BLM/USFS	X	X						
	2.6	Average APD processing time	BLM	X							
	2.6.1	Average APD approval time	BLM	X						X	
	2.7	Number of wells drilled	BLM	X							
	2.8	Number of Sundry notices received	BLM	X							
	2.9	Number of Sundry Notices processed	BLM	X							
	2.10	Number of ROW applications received	BLM	X							
	2.10.1	Number of ROWs approved	BLM	X							
	2.11	Number of ROW applications processed	BLM	X							
	2.12	Number of NEPA analyses conducted	Cumulative	X	X						X
	2.12 USACE-1	Number of NEPA (EA) analyses conducted	USACE	X							
	2.12 USFS-1 ⁽⁴⁾	Processing time for NEPA review/analyses conducted	USFS	X							X
	2.12.1	Processing time for NEPA review/analyses conducted	BLM	X	X						X
	2.13	Number of inspections performed	Cumulative	X			X				
	2.13 USACE-1	Number of inspections performed	USACE	X							
3.0 Improve Stakeholder Responsiveness	2.14	Percentage of I&E strategy accomplished	BLM	X			X				
	2.15	Amount of under-reported gas/oil production (volume)	BLM	X							X
	3.1	Number of outreach meetings conducted	Cumulative	X							
	3.1 USACE-1	Number of outreach meetings conducted	USACE	X							
	3.2	Number of meetings for permits where pre-planning, pre-permit / pre-application support is conducted with project proponent	Cumulative	X							
	3.3	Number of legal actions with regard to Decision Appeals (by SDRs/IBLAs Decisions, Federal Court and FOIA requests)	Cumulative	X							
	3.3 USACE-1	Number of Decision Appeals Completed	USACE	X						X	
	3.4 USFS-1	Percentage of operations on FS lands that have had at least 1 site visit to ensure administrative compliance	USFS	X							
	3.5	Number of environmental violations	Cumulative	X				X			
	3.5 USACE-1	Number of environmental violations	USACE	X							
4.0 Financial Accountability	3.5 USFS-1	Number of environmental violations	USFS	X							
	3.7	Number of technical violations	BLM	X				X			
	4.1	Total cost (\$) for APD processing	Cumulative	X							
	4.2	Total cost (\$) for Sundry Notice processing	Cumulative	X							
	4.3	Total cost (\$) for ROW processing	Cumulative	X							
	4.4	Total cost (\$) for I&E	Cumulative	X							

APPENDIX 7—PERFORMANCE MEASURES ATTRIBUTE DEFINITIONS

This appendix defines the attributes for each performance measure contained in Appendix 5, the data dictionary (specifically the *Attribute* field). Also, in Appendix 6, the vertical column fields labeled *Measure Attributes* are defined in Table A7-1 below. The attributes are the most critical data views and performance data drill-downs for analyzing and reporting on the Pilot Project's results.

Table A7-1. BLM Section 365 Pilot Performance Measures Attribute Definitions

MEASURE ATTRIBUTE	DEFINITION
Field Office	Performance measures data will be depicted by the seven Pilot Project offices: Buffalo, Miles City, Vernal, Glenwood Springs, Rawlins, Farmington, and Carlsbad (Note: Glenwood Springs AFMSS data is integrated within the Grand Junction AFMSS database)
Federal Agency	Performance measures data will be depicted by the federal agencies participating in the Pilot Project: U.S. Forest Service, U.S. Fish and Wildlife Service, U.S. Army Corps of Engineers, Bureau of Reclamation, Bureau of Indian Affairs, and Environmental Protection Agency
State Agency	Performance measures data will be depicted by the different state agencies involved in the permit approval process such as the State Historic Preservation Office (SHPO), Oil and Gas Commissions, Game and/or Fish and Wildlife departments for Colorado, Montana, New Mexico, Utah, and Wyoming.
Permit Type	Performance measures data will be depicted by a gross or total count of all permit types transacted for a well or facility (applications for permit to drill [APDs], sundry notices, and oil and gas rights of way [ROWs])
Inspection Type	Performance measures data will be depicted by the different types of inspections, including inspections at a detailed and general level for production, well or facility surface, drilling, abandonment, undesirable events
Inspection Priority	Performance measures data will be depicted by the different inspection priorities, determined by: W [Federal Oil and Gas Royalty Management Act (FOGRMA) High and Surface/Environmental/Other High], X (FOGRMA High and Surface/Environmental/Other Low), Y (FOGRMA Low and Surface/Environmental/Other High), and Z (FOGRMA Low and Surface/Environmental/Other Low)
Violation Type	Performance measures data will be depicted by the different types of violations caused by incidents of non-compliance found during inspection. Violation types include FOGRMA, non-FOGRMA, and environmental violations
APD Processing Stage	Performance measures data will be depicted by the particular processing stage of the APD, including (1) receipt and initial field office review of the administrative completeness of the APD package (2) BLM reviews (engineering, geologic, surface and adjudicative reviews) (3) Other consultation reviews as applicable (includes non-BLM reviews, if needed) (4) Final APD review and approval by BLM
Time Period	Performance measures data will be depicted by 30, 60, 90, 120, and < 120 days
Cost Categories	Performance measures data will be depicted by dollars spent against key program elements as well as labor, operations, and other expenditures
Decision Appeal Type	Performance measures data will be depicted by the type of appeal made by an operator on a decision filed initially with BLM (State Director review), decision appeals filed through the Interior Board of Land Appeals, and finally to federal court
Stakeholder	Performance measures data will be depicted by the different sets of stakeholders, including industry agencies, non-governmental organizations (NGOs), and general public

MEASURE ATTRIBUTE	DEFINITION
Environmental Analysis Document Type	Performance measures data will be depicted by different types of NEPA documents, including Environmental Assessment (EA), Environmental Impact Statement (EIS), Categorical Exclusion (CX), Administrative Determination (AD) and Documentation of NEPA Adequacy (DNA)

APPENDIX 8—YEAR TWO PILOT PERFORMANCE MEASURE RESULTS

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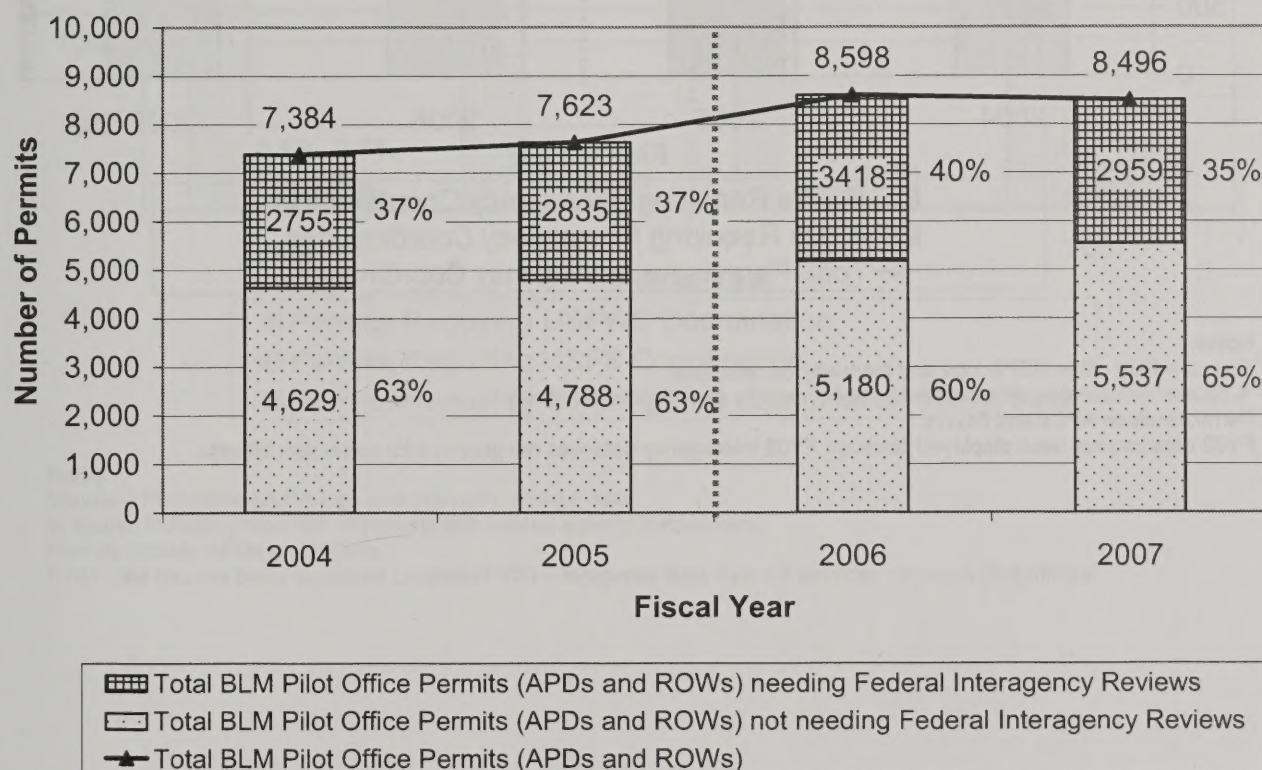
The reader will note the use of vertical dashed lines on figures throughout this appendix, which indicate time spans FY06 and FY07.

INTERAGENCY COLLABORATION RESULTS

Key Observations

Figure 8-1 shows pilot permits (APDs/ROWs) requiring/not requiring interagency reviews and coordination. This graph represents a decrease from prior years in terms of percentage of total permits and number of permits requiring interagency coordination.

Figure 8-1. Total Pilot Permits (APDs, ROWs) Requiring/Not Requiring Federal Interagency Reviews



Notes:

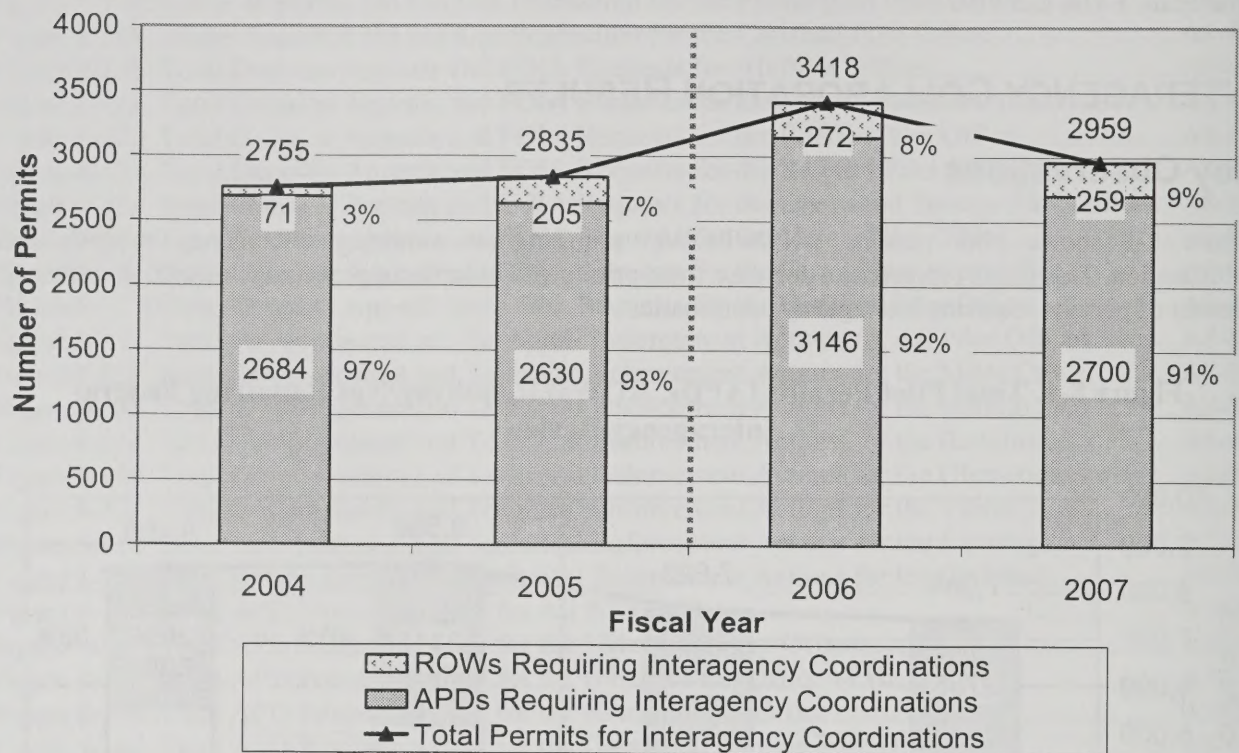
Source – Pilot office NEPA logs and manually tracked data.

Rawlins and Vernal data for number of Interagency reviews is not available.

% figures indicate proportion of permits/nonpilot permits as a % of total permits.

Permits include APDs and ROWs.

FY03 data has not been displayed because FY03 interagency data was not provided for some pilot offices.

Figure 8-2. Total Pilot Permits Requiring Interagency Coordination by Permit Type**Notes:**

Source – Pilot office NEPA logs and manually tracked data.

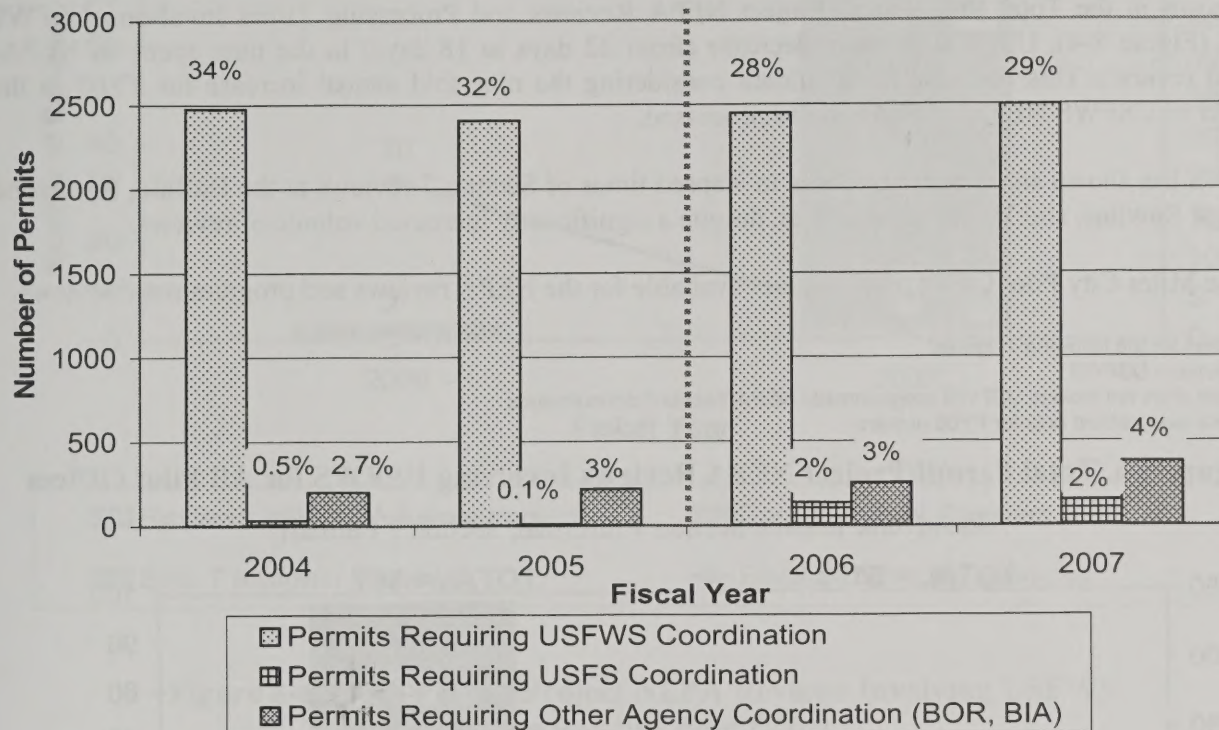
% figures indicate proportion of pilot/nonpilot permits as a % of total permits.

Permits include APDs and ROWs.

FY03 data has not been displayed because FY03 interagency data was not provided for some pilot offices.

Out of the 35 percent of the total permits that required interagency coordination (Figure 8-1), 29 percent had USFWS involvement for FY07, as depicted in Figure 8-3.

Figure 8-3. Total Pilot Permits (APDs, ROWs) Requiring Federal Interagency Coordination by Agency



Notes:

Source – Pilot office NEPA logs and manually tracked data.

% figures indicate proportion of permits with federal agency involvement.

Permits include APDs and ROWs.

FY03 data has not been displayed because FY03 interagency data was not provided for some pilot offices.

Overall Observations

With the exception of BOR and BIA, the elapsed time for permits requiring interagency coordination generally shows a downward trend for the federal agencies involved, including USFWS, USFS, and USACE.

As shown in the Total Pilot Permit/Project NEPA Reviews and Processing Times Involving USFWS graph (Figure 8-4), USFWS shows a decrease (from 22 days to 18 days) in the time spent on NEPA-related reviews. This decrease is significant considering the nine-fold annual increase for FY07 in the number of USFWS NEPA-related reviews processed.

USFWS has shown significant decreases in elapsed times of Section 7 reviews at the Buffalo, Glenwood Springs, Rawlins, and Vernal pilot offices, despite a significantly increased volume of reviews.

For the Miles City Pilot Office, data was not available for the NEPA reviews and programmatic reviews.

Notes for the following 7 figures:

Source – USFWS

Data does not include USFWS programmatic NEPA/Section 7 consultations

Data was tracked only for FY06 onward

Figure 8-4. Total Permit/Project NEPA Reviews Involving USFWS for All Pilot Offices

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

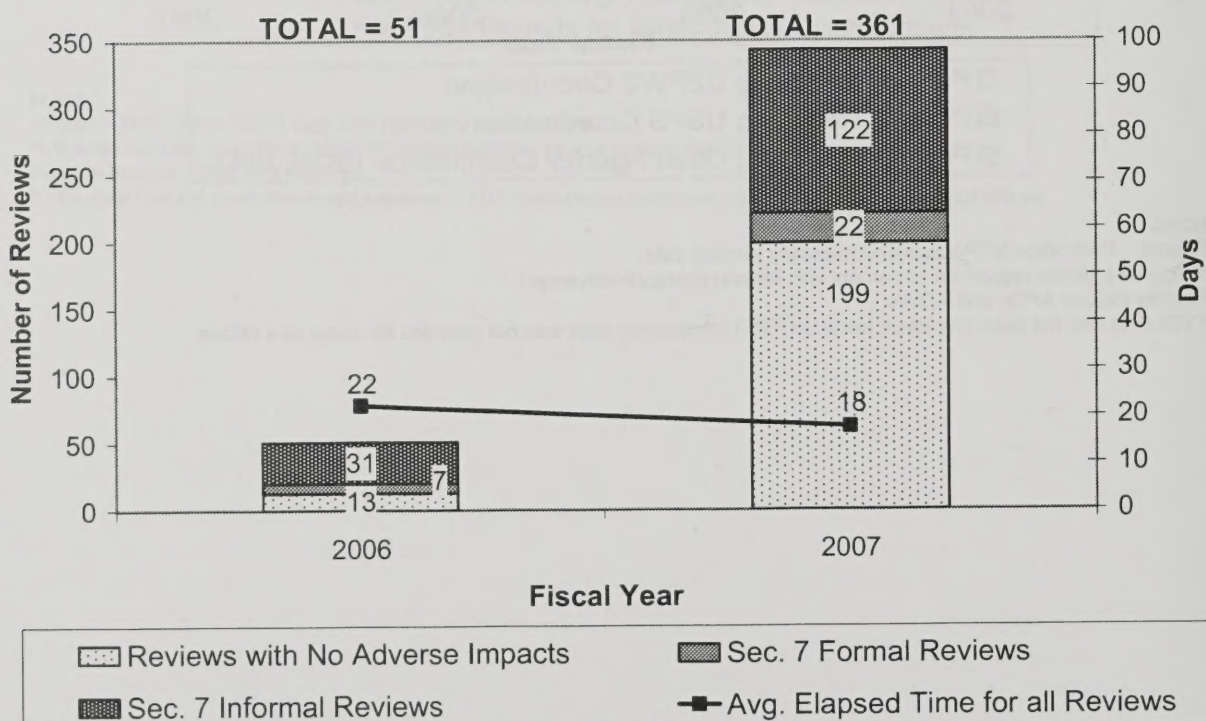


Figure 8-5. Total Permit/Project NEPA Reviews Involving USFWS for the Buffalo Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

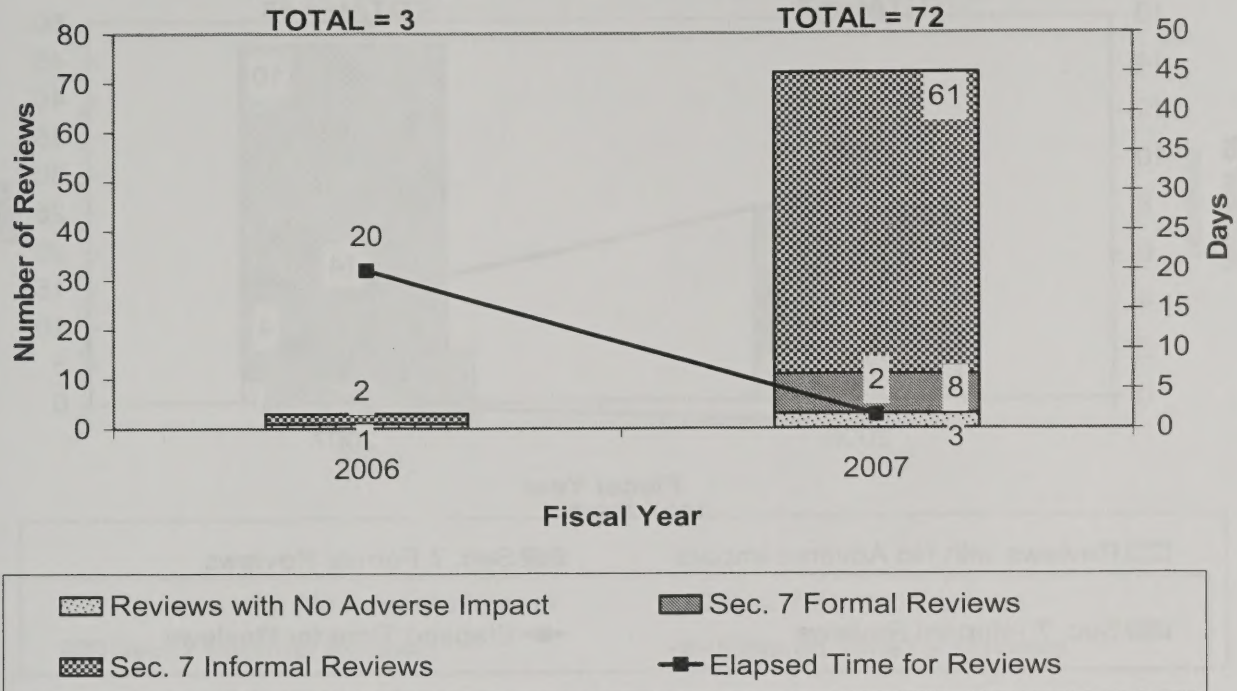


Figure 8-6. Total Permit/Project NEPA Reviews Involving USFWS for the Rawlins Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

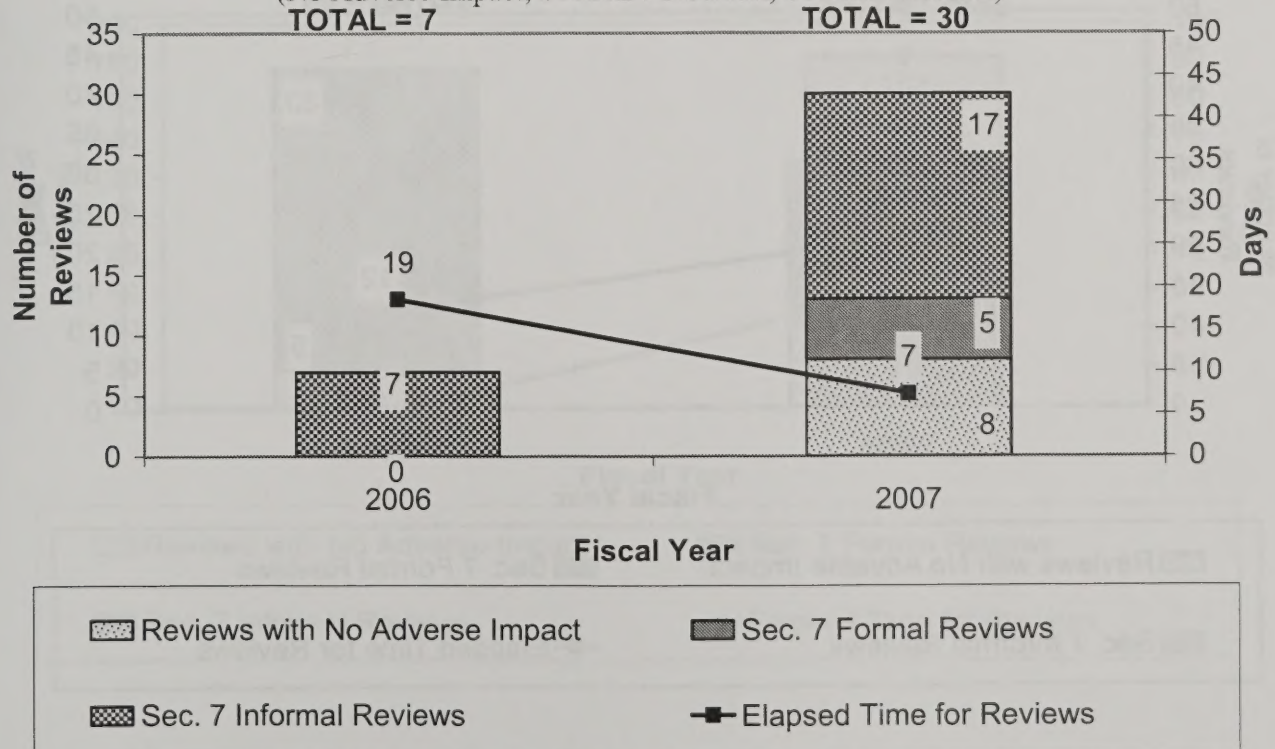


Figure 8-7. Total Permit/Project NEPA Reviews Involving USFWS for the Glenwood Springs Pilot Office

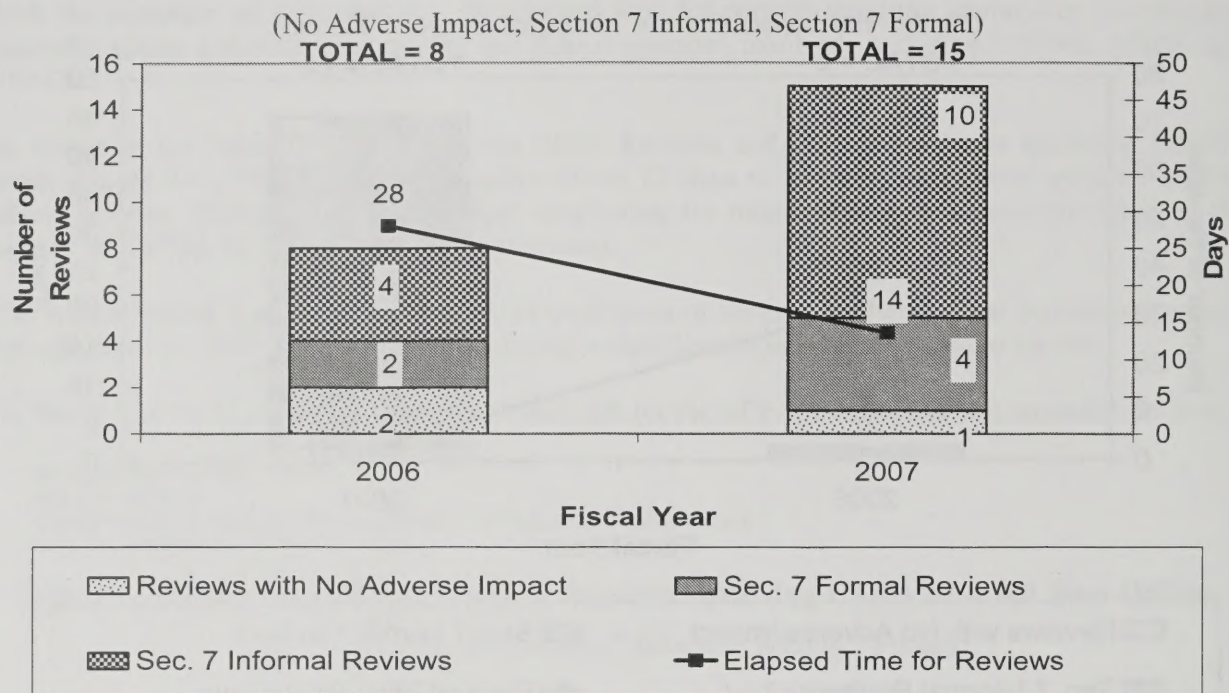


Figure 8-8. Total Permit/Project NEPA Reviews Involving USFWS for the Vernal Pilot Office

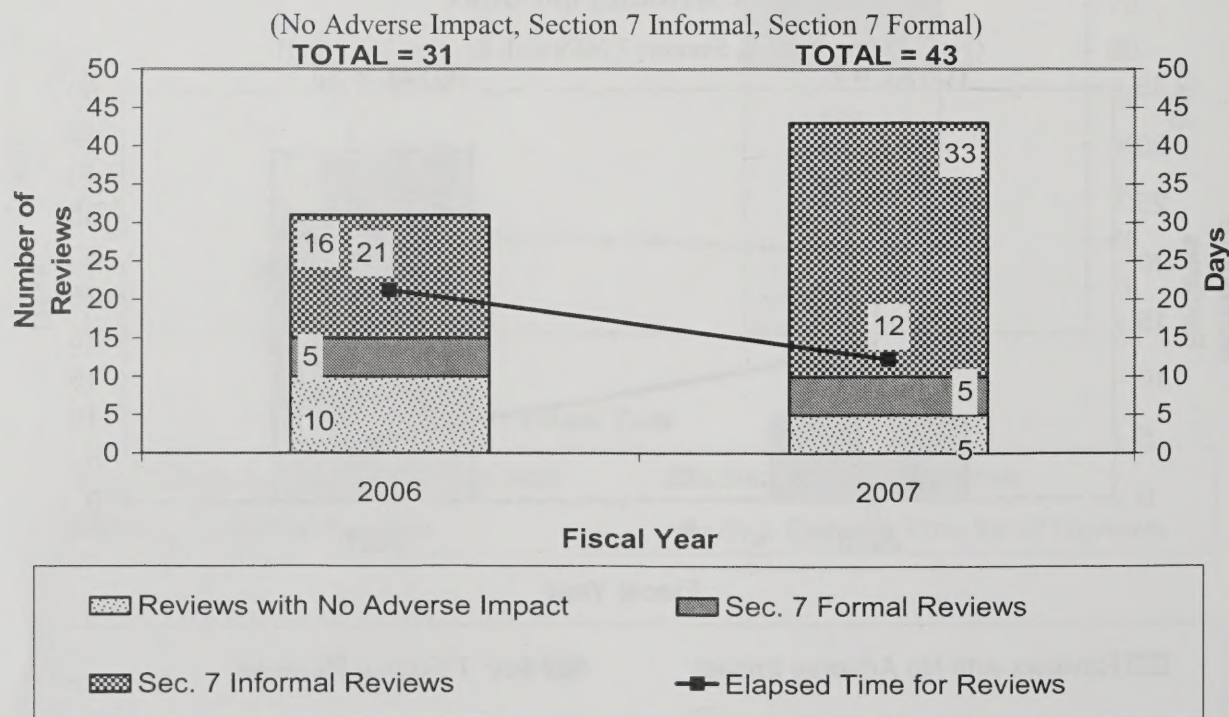


Figure 8-9. Total Permit/Project NEPA Reviews Involving USFWS for the Farmington Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

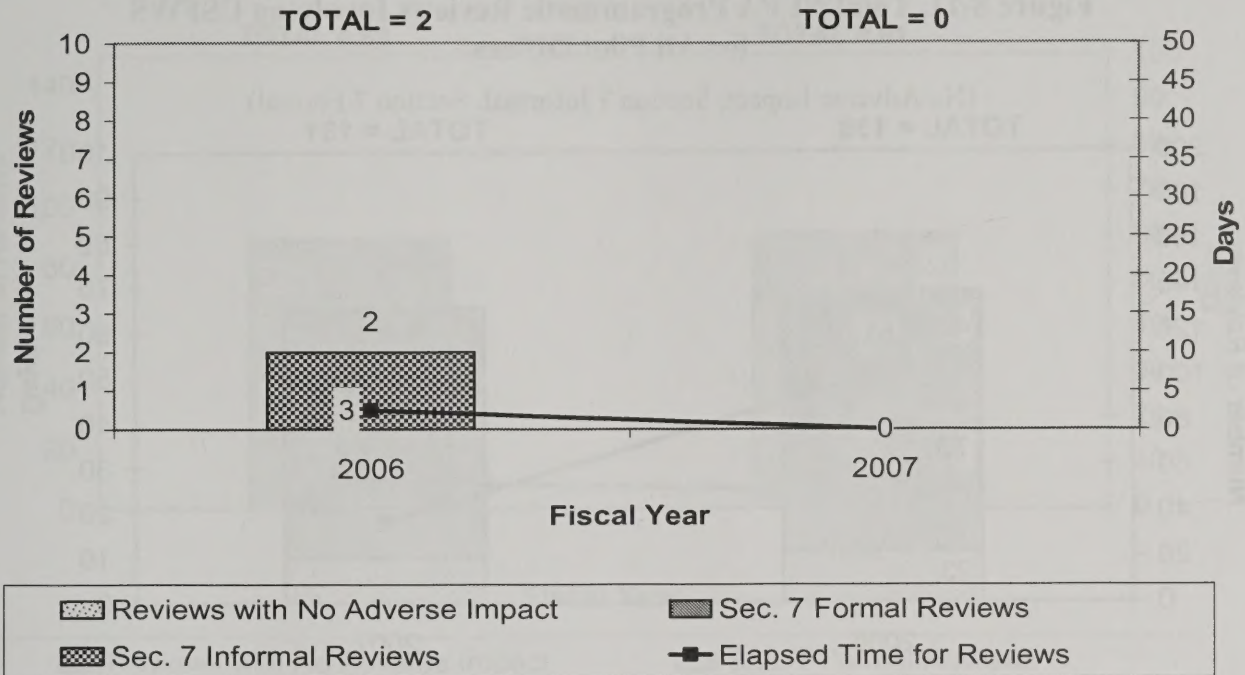
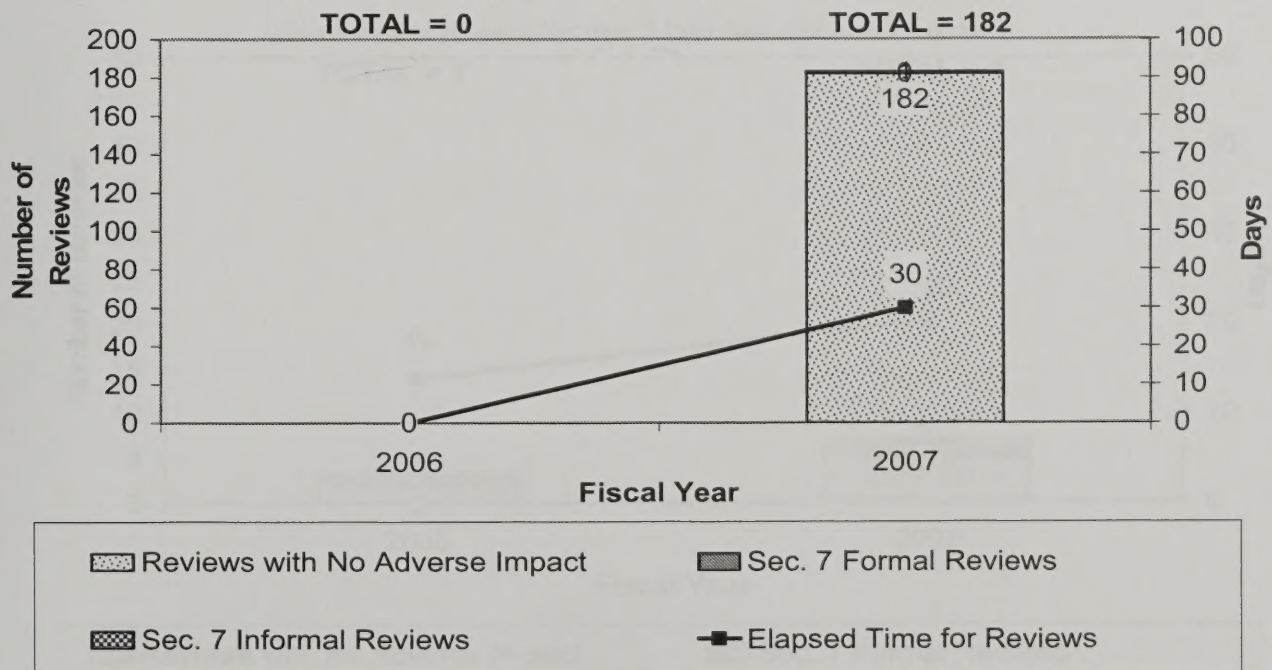


Figure 8-10. Total Permit/Project NEPA Reviews Involving USFWS for the Carlsbad Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)



Notes for the following 7 figures:

Source – USFWS

Data does not include USFWS permit/project NEPA reviews

Data was tracked only for FY06 onward

**Figure 8-11. Total NEPA Programmatic Reviews Involving USFWS
for All Pilot Offices**

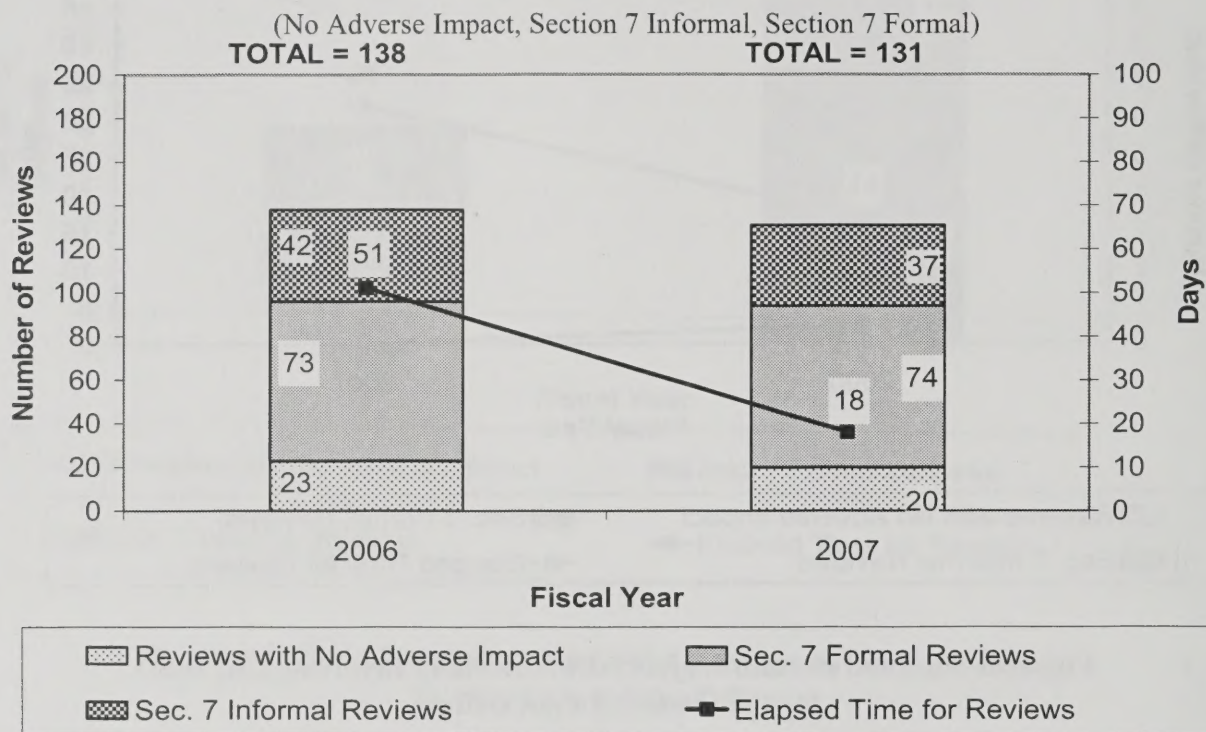


Figure 8-12. Total NEPA Programmatic Reviews Involving USFWS for the Buffalo Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

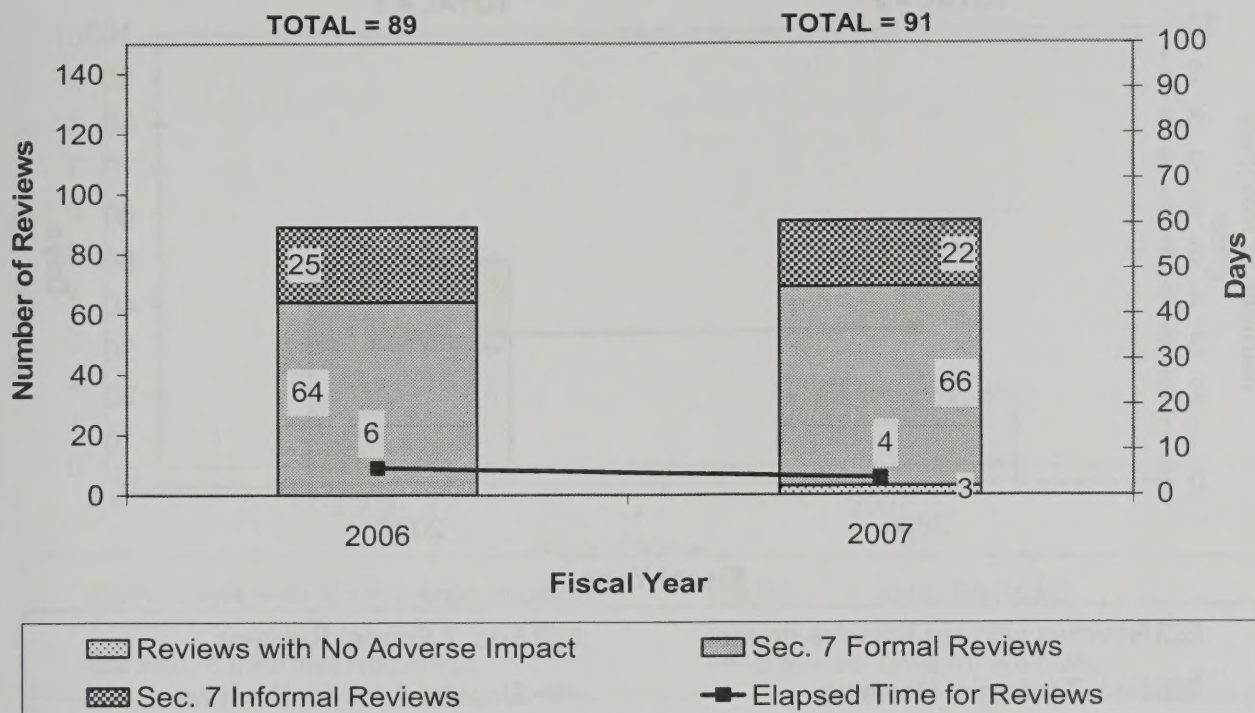


Figure 8-13. Total NEPA Programmatic Reviews Involving USFWS for the Rawlins Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

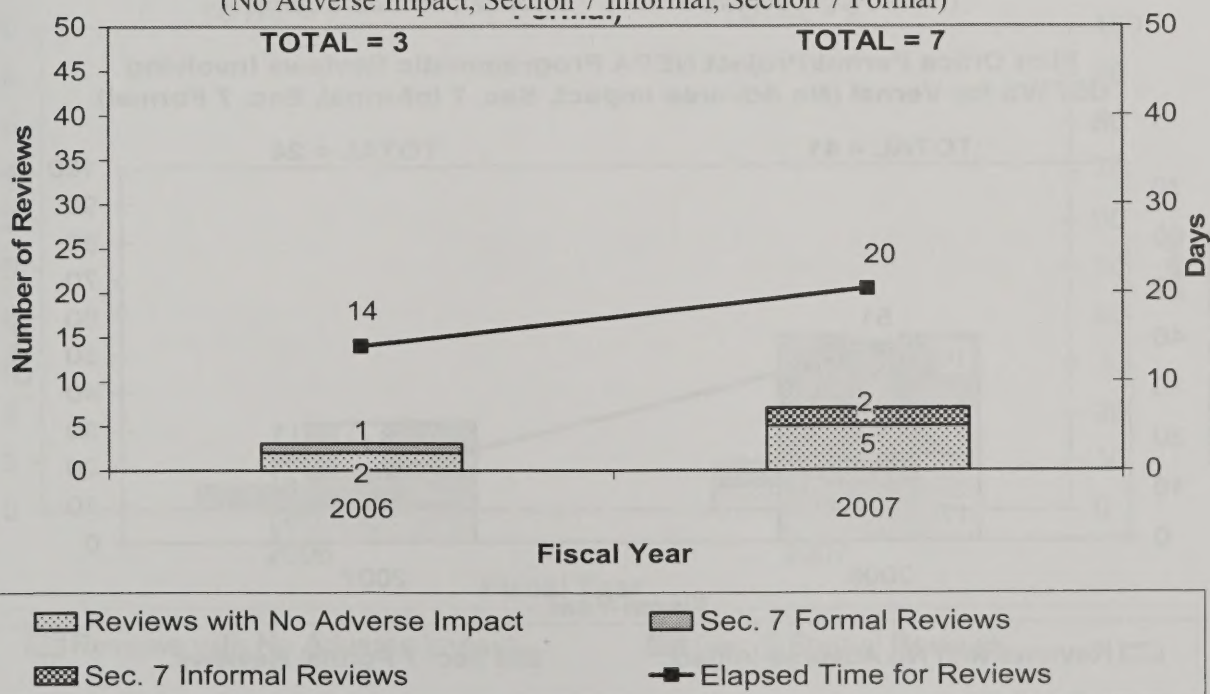


Figure 8-14. Total NEPA Programmatic Reviews Involving USFWS for the Glenwood Springs Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

TOTAL = 2

TOTAL = 5

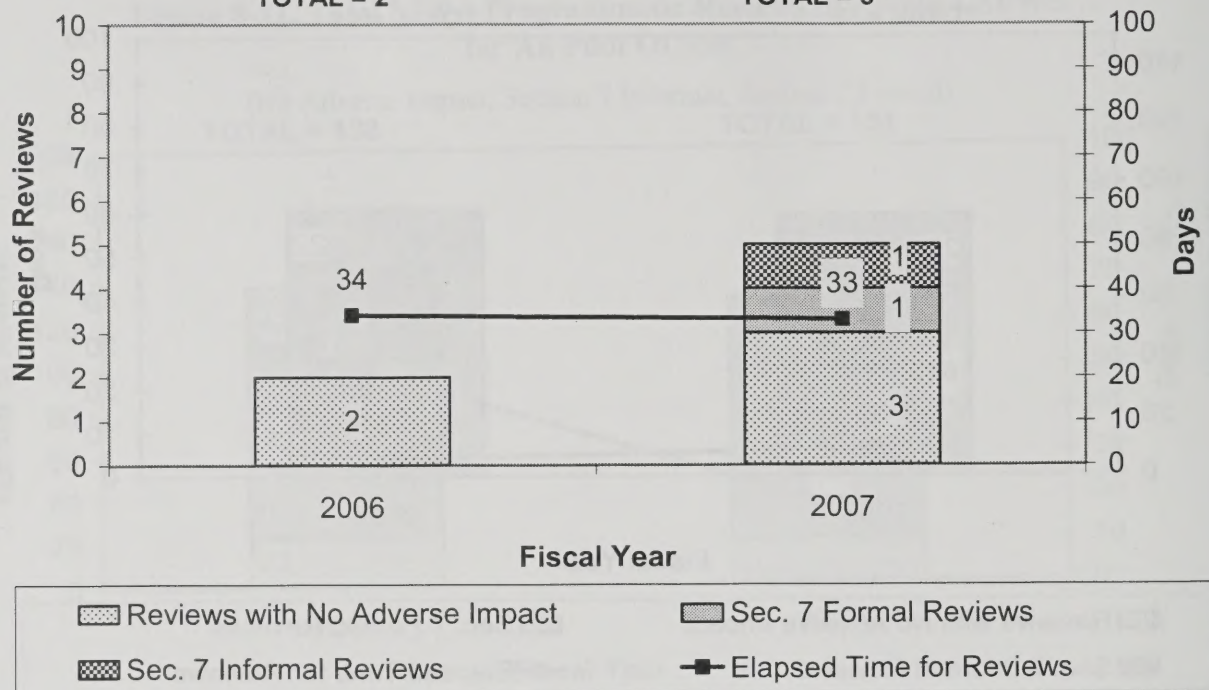


Figure 8-15. Total NEPA Programmatic Reviews Involving USFWS for the Vernal Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

Pilot Office Permit/Project NEPA Programmatic Reviews Involving USFWS for Vernal (No Adverse Impact, Sec. 7 Informal, Sec. 7 Formal)

TOTAL = 41

TOTAL = 24

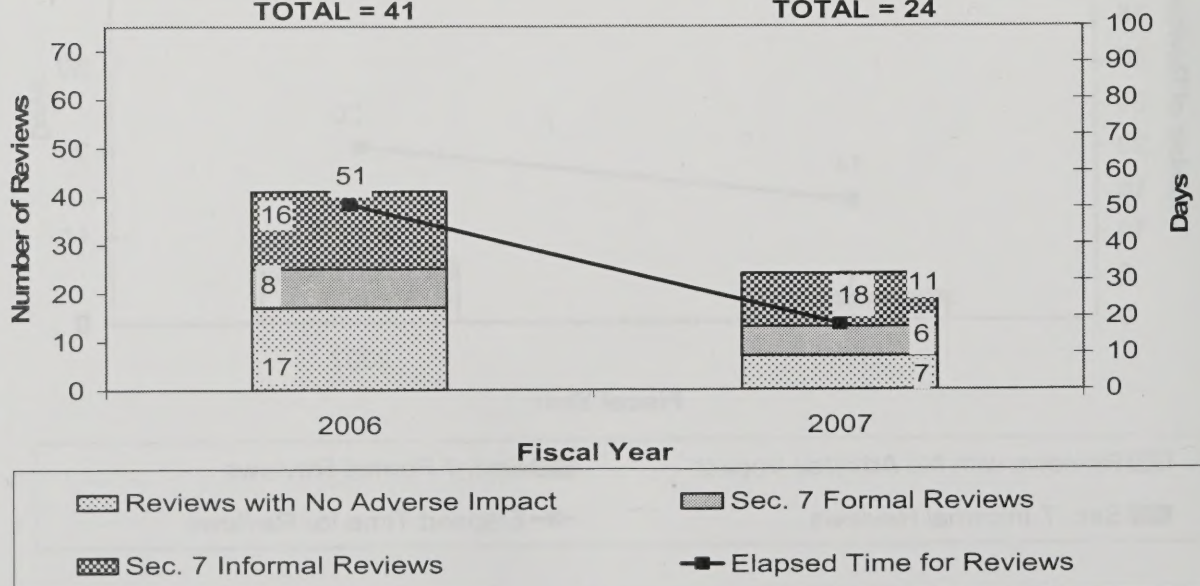


Figure 8-16. Total NEPA Programmatic Reviews Involving USFWS for the Farmington Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

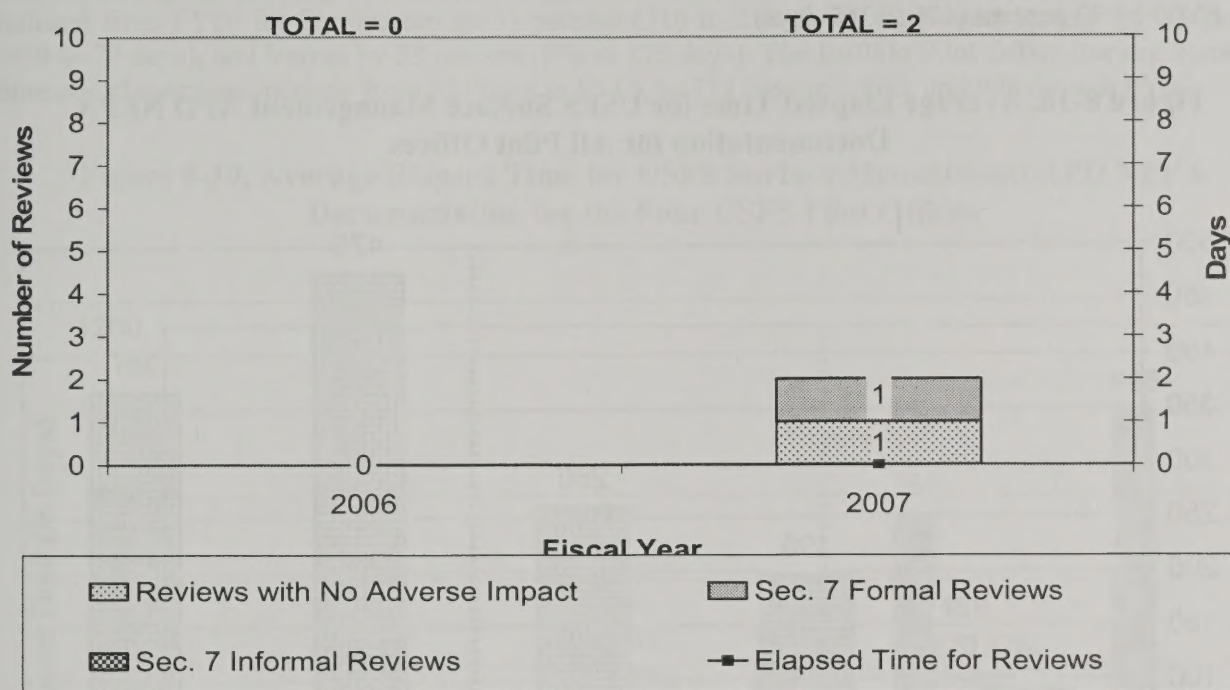


Figure 8-17. Total NEPA Programmatic Reviews Involving USFWS for the Carlsbad Pilot Office

(No Adverse Impact, Section 7 Informal, Section 7 Formal)

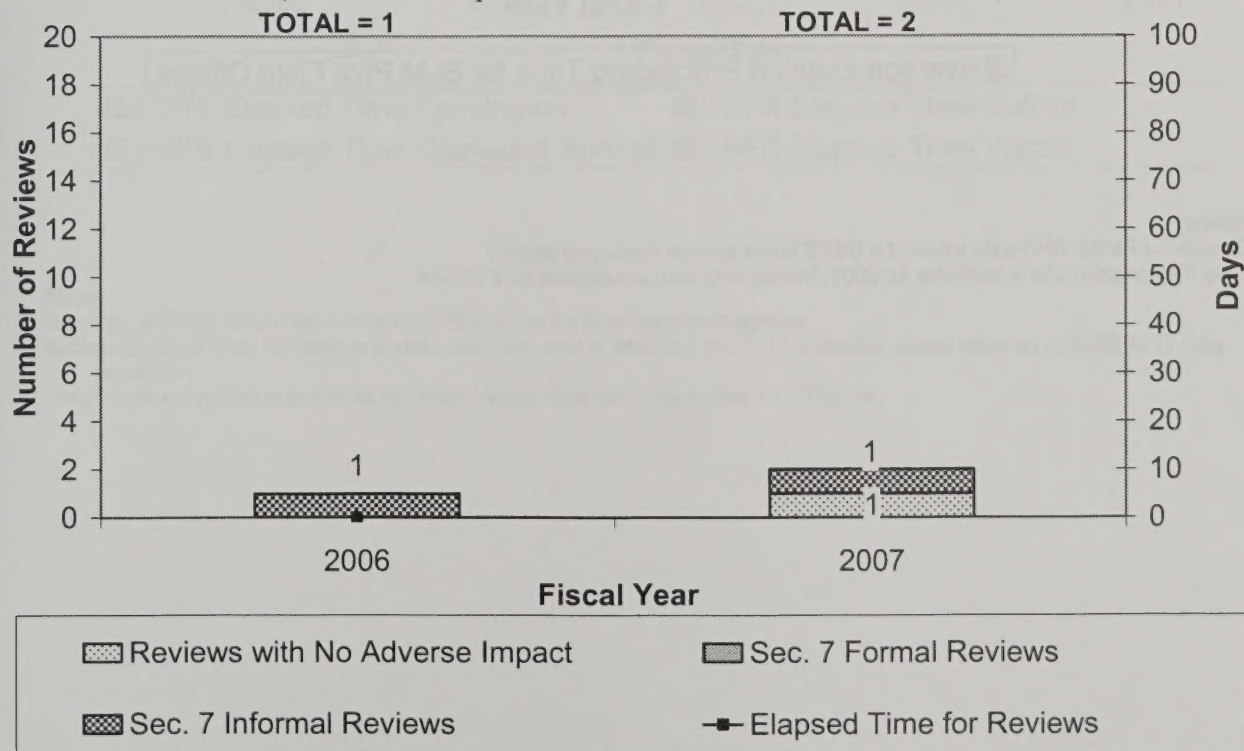
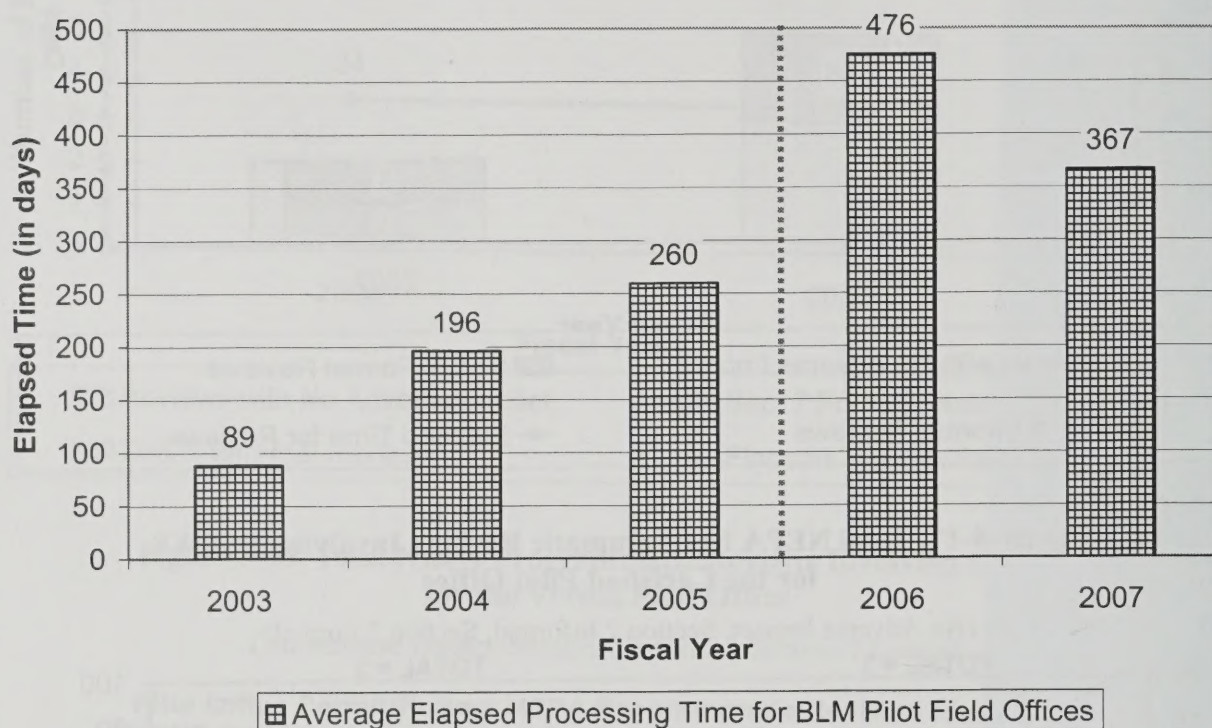


Figure 8-18 shows the United States Forest Service (USFS) overall average annual elapsed time for surface management NEPA documentation of Pilot Office APDs where the USFS is the surface managing agency. Only four pilot offices have USFS administered surface estate including Buffalo, Glenwood Springs, Vernal and Farmington. In FY07, the USFS NEPA completion elapse time has been reduced from FY06 by 23 percent (476 to 367 days).

Figure 8-18. Average Elapsed Time for USFS Surface Management APD NEPA Documentation for All Pilot Offices



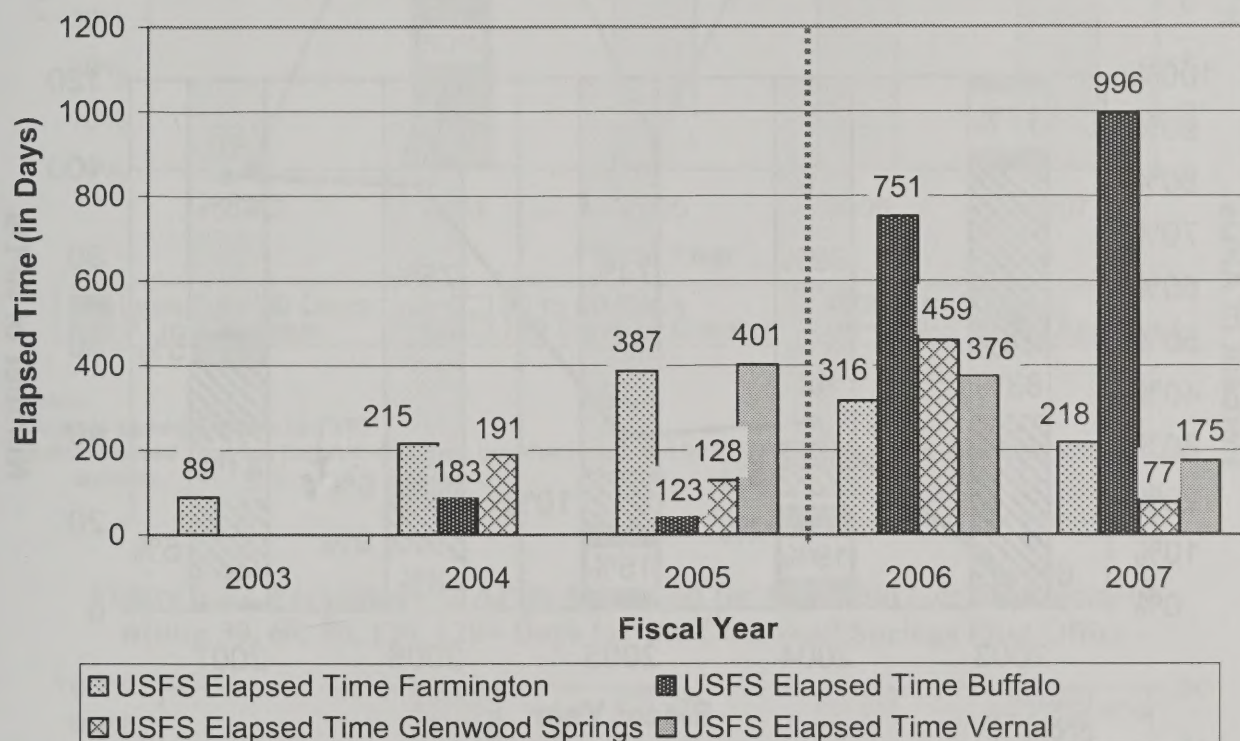
Notes:

Source – AFMSS APD data where the USFS is the surface managing agency

Only Farmington data is available for 2003, Vernal data was unavailable for FY03-04.

Figure 8-19. Average Elapsed Time for USFS Surface Management APD NEPA Documentation for the Four USFS Pilot Offices shows the United States Forest Service (USFS) average annual elapsed time for surface management NEPA documentation completion of Pilot Office APDs where the USFS is the surface managing agency. In FY07, the USFS NEPA documentation completion elapse time has been reduced from FY06 for Farmington by 31 percent (316 to 218 days), Glenwood Springs by 83 percent (459 to 77 days), and Vernal by 53 percent (376 to 175 days). The Buffalo Pilot Office has experienced a dramatic elapse time increase from 123 days in FY05, to 751 days in FY06, and 996 days in FY07.

Figure 8-19. Average Elapsed Time for USFS Surface Management APD NEPA Documentation for the Four USFS Pilot Offices



Notes:

Source – AFMSS APD data where the USFS is the surface managing agency

Buffalo Elapsed Time has begun to decrease, but what is depicted for FY07 is biased, based upon an AFMSS APD data anomaly.

Only Farmington data is available for 2003, Vernal data was unavailable for FY03-04.

Overall Observations

Based on an elapsed time analysis for USFS APDs processed within 30, 60, 90, 120, and 120+ days (Figure 8-20), USFS has significantly improved elapsed time in the 120+ day category from 75% in FY06 to 48% in FY07.

Notes for the following 5 figures:

Source – AFMSS APD data where the USFS is the surface managing agency

Only Farmington data is available for FY03, Vernal data was unavailable for FY03-04.

Buffalo Elapsed Time has begun to decrease, but what is depicted for FY07 is biased, based upon an AFMSS APD data anomaly.

Figure 8-20. Percentage of APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Four Pilot Offices

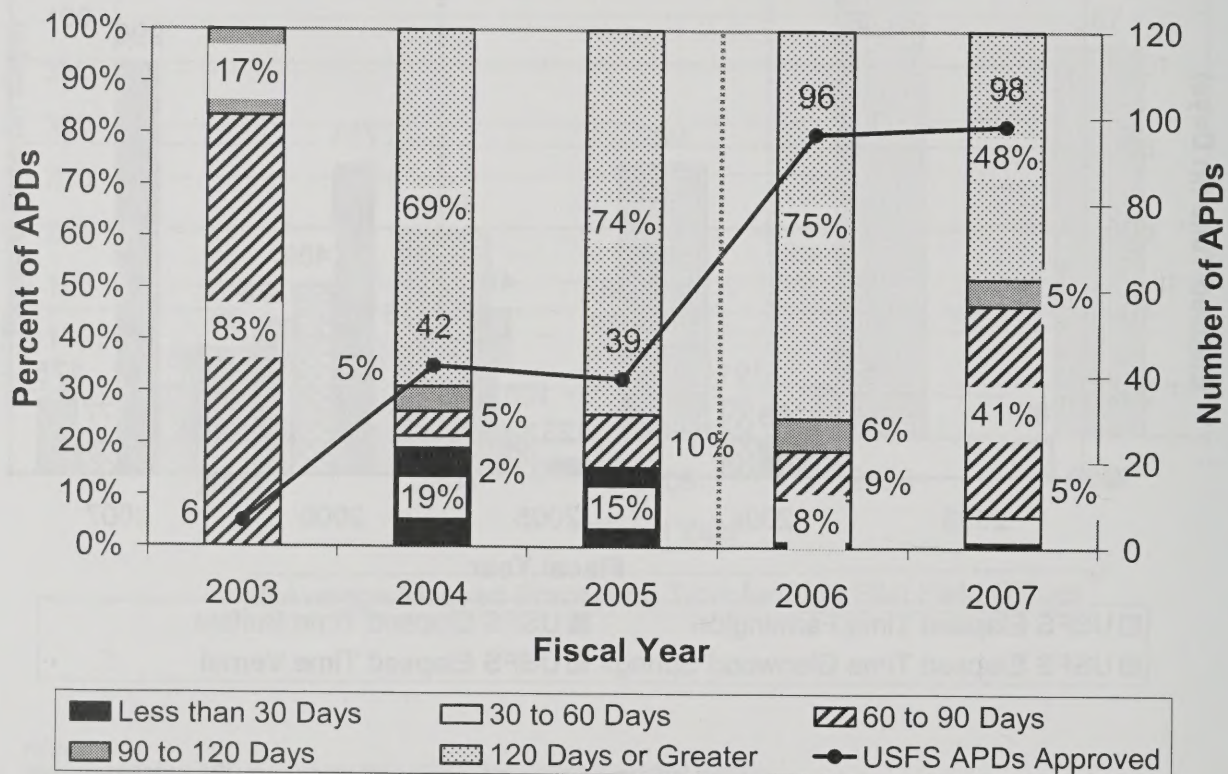
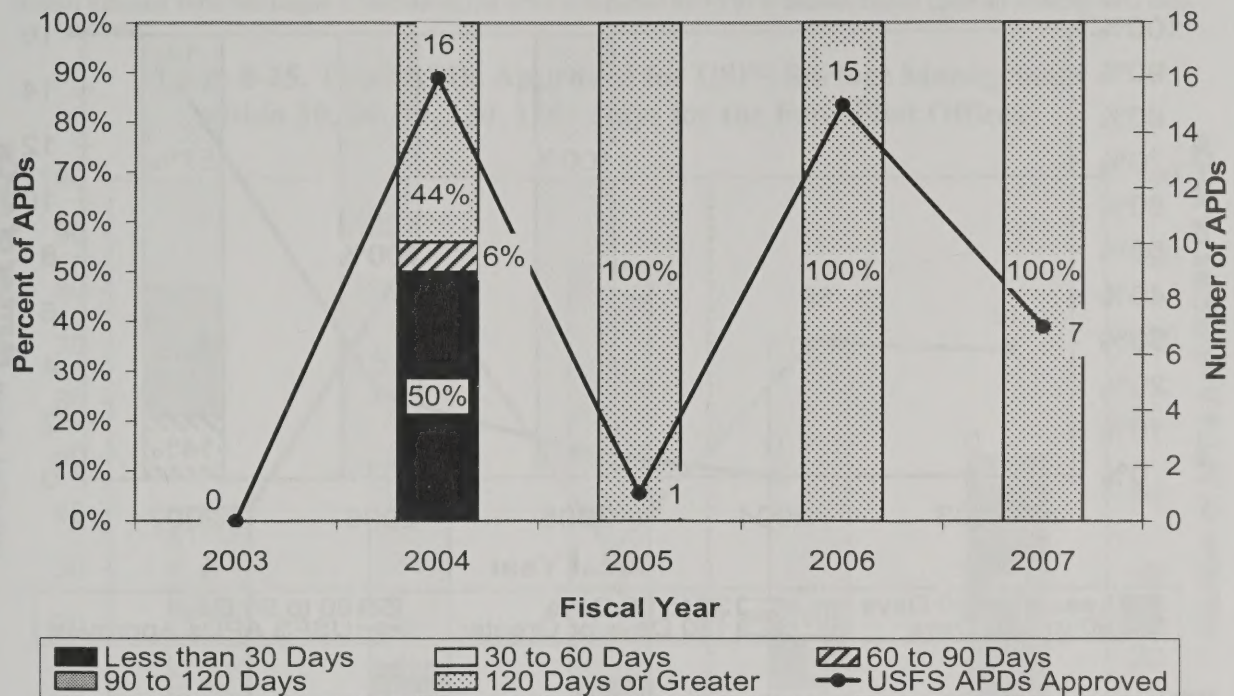


Figure 8-21. Percentage of APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Buffalo Pilot Office

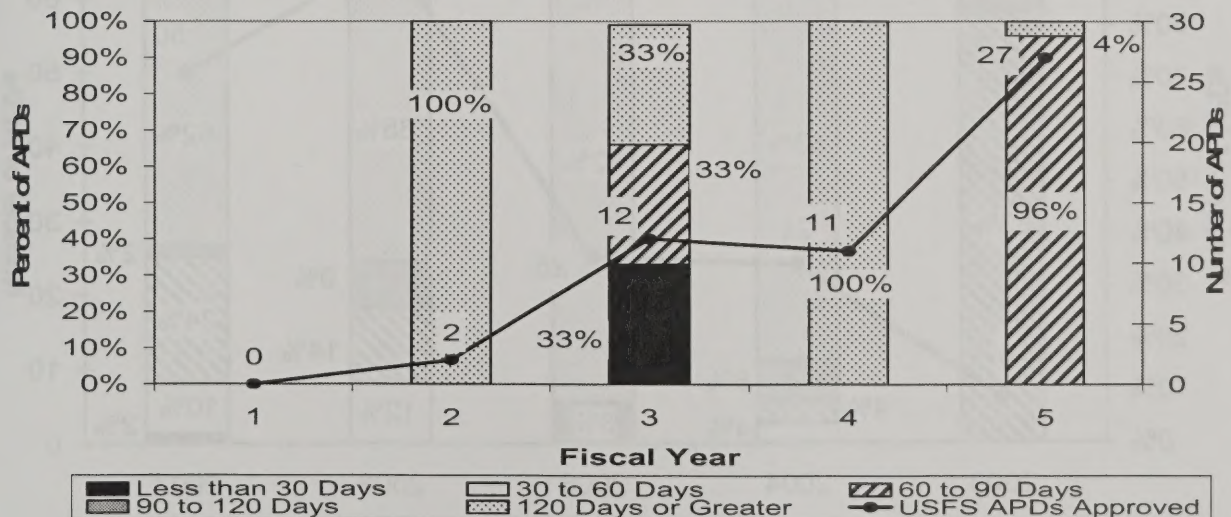


Notes:

Data not tracked/available for FY03

Buffalo Elapsed Time has begun to decrease, but what is depicted for FY07 is biased, based upon an AFMSS APD data anomaly.

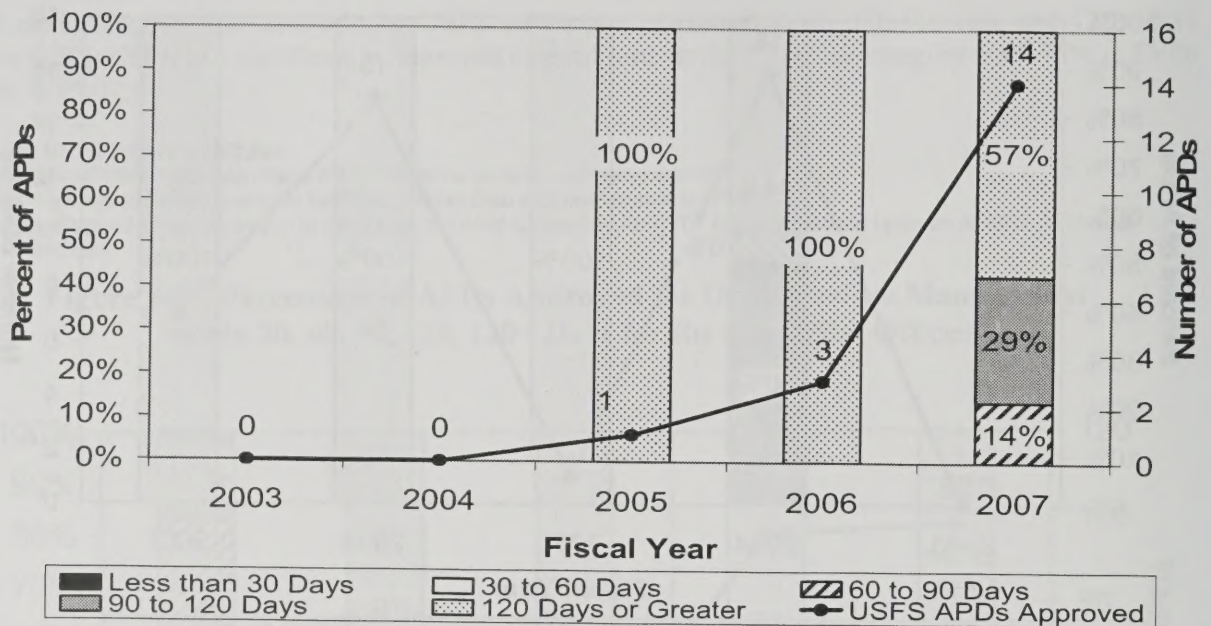
Figure 8-22. Percentage of APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Glenwood Springs Pilot Office



Notes:

Data not tracked/available for FY03

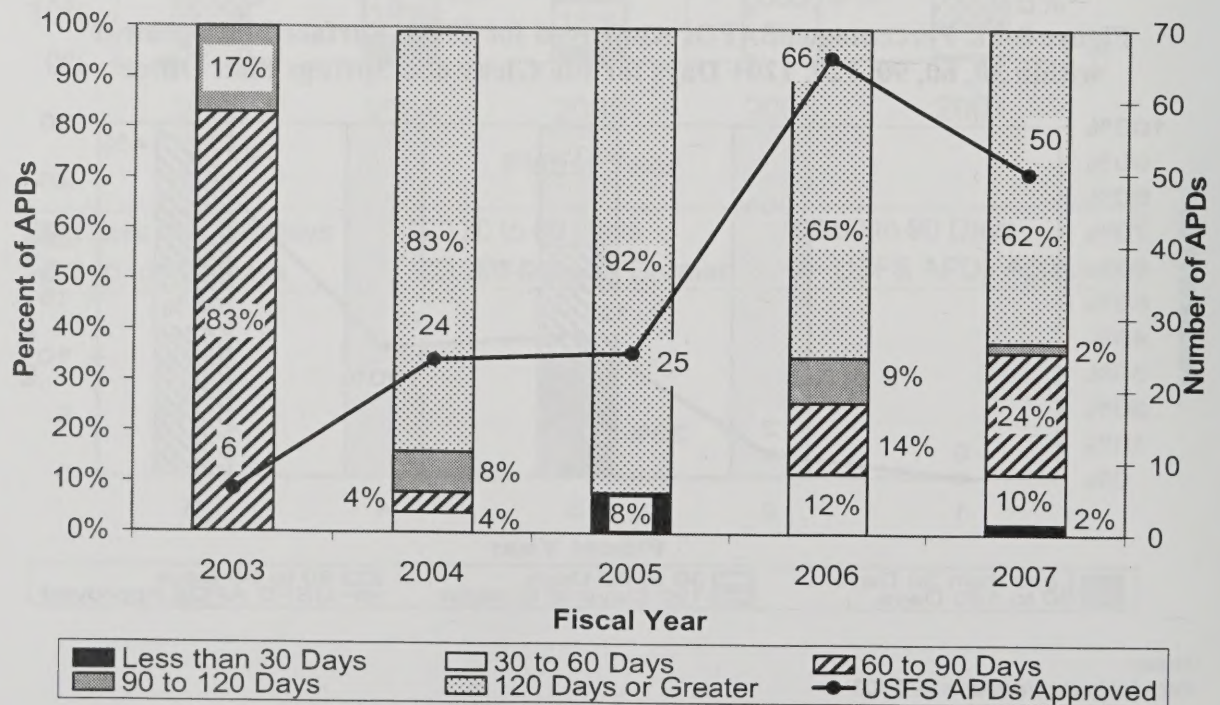
Figure 8-23. Percentage of APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Vernal Pilot Office



Notes:

Data not tracked/available for FY03 and FY04

Figure 8-24. Percentage of APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Farmington Pilot Office



Notes for the following 5 figures:

Source – AFMSS APD data where the USFS is the surface managing agency

Only Farmington data is available for FY03, Vernal data was unavailable for FY03-04.

Buffalo Elapsed Time has begun to decrease, but what is depicted for FY07 is biased, based upon an AFMSS APD data anomaly.

Figure 8-25. Total APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Four Pilot Offices

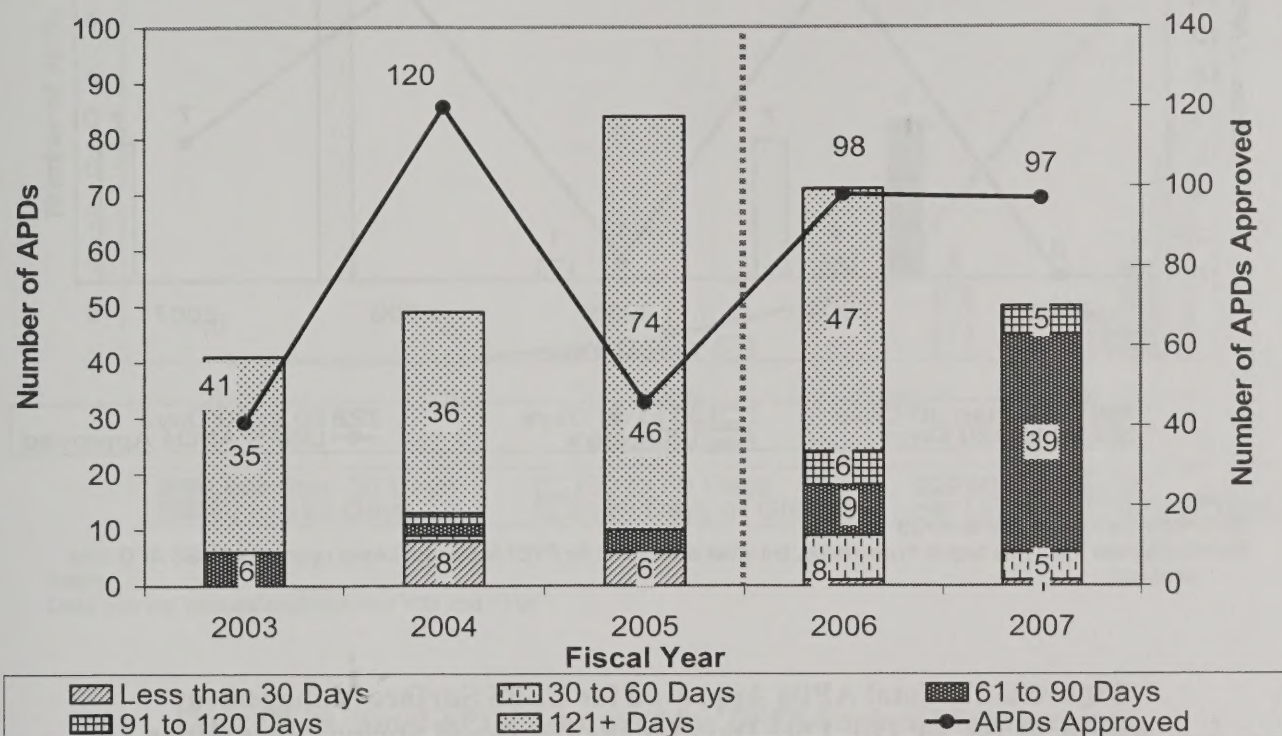
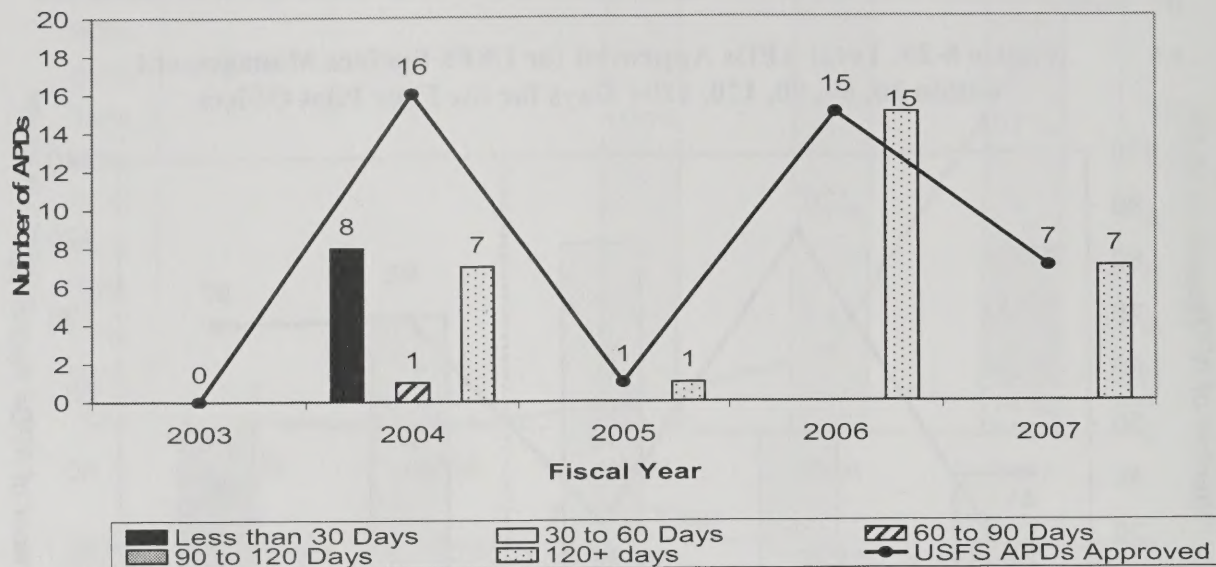


Figure 8-26. Total APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Buffalo Pilot Office

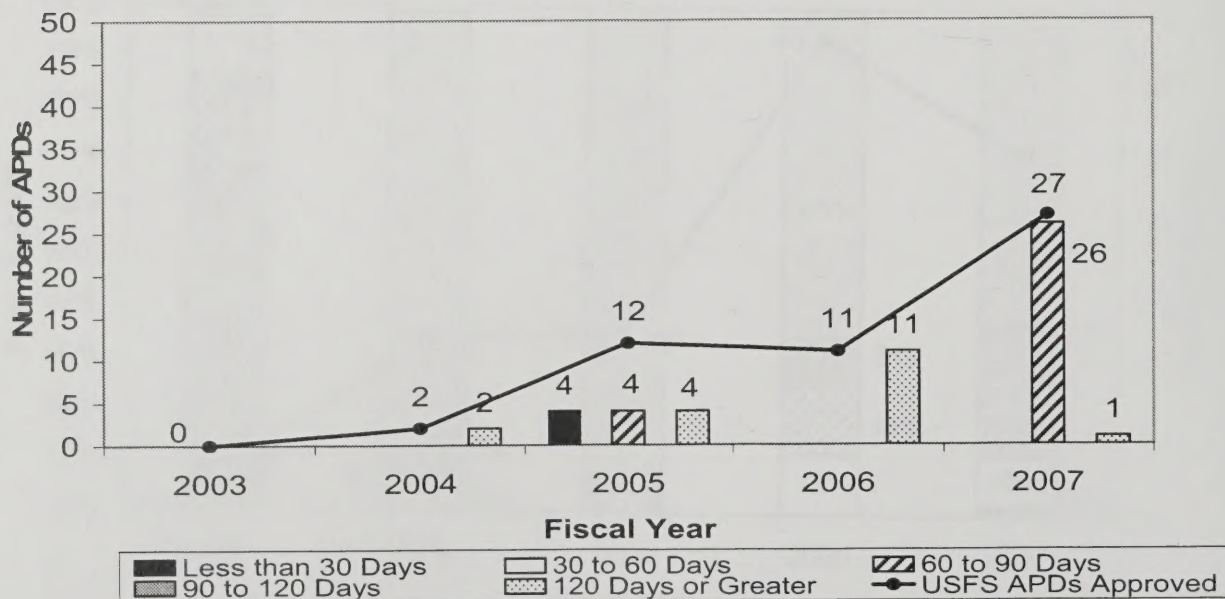


Notes:

Data not tracked/available for FY03

Buffalo Elapsed Time has begun to decrease, but what is depicted for FY07 is biased, based upon an AFMSS APD data anomaly.

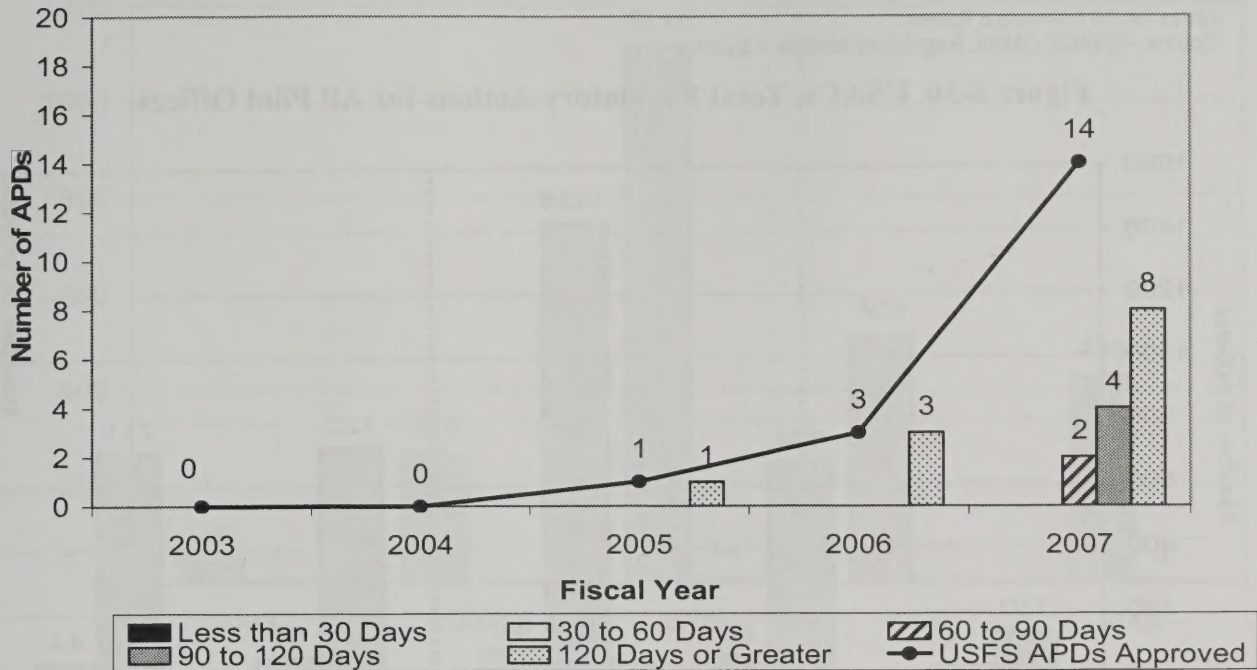
Figure 8-27. Total APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Glenwood Springs Pilot Office



Notes:

Data was not tracked/available for FY03

Figure 8-28. Total APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Vernal Pilot Office



Notes:
Data was not tracked/available for FY03 and FY04

Figure 8-29. Total APDs Approved for USFS Surface Management within 30, 60, 90, 120, 120+ Days for the Farmington Pilot Office

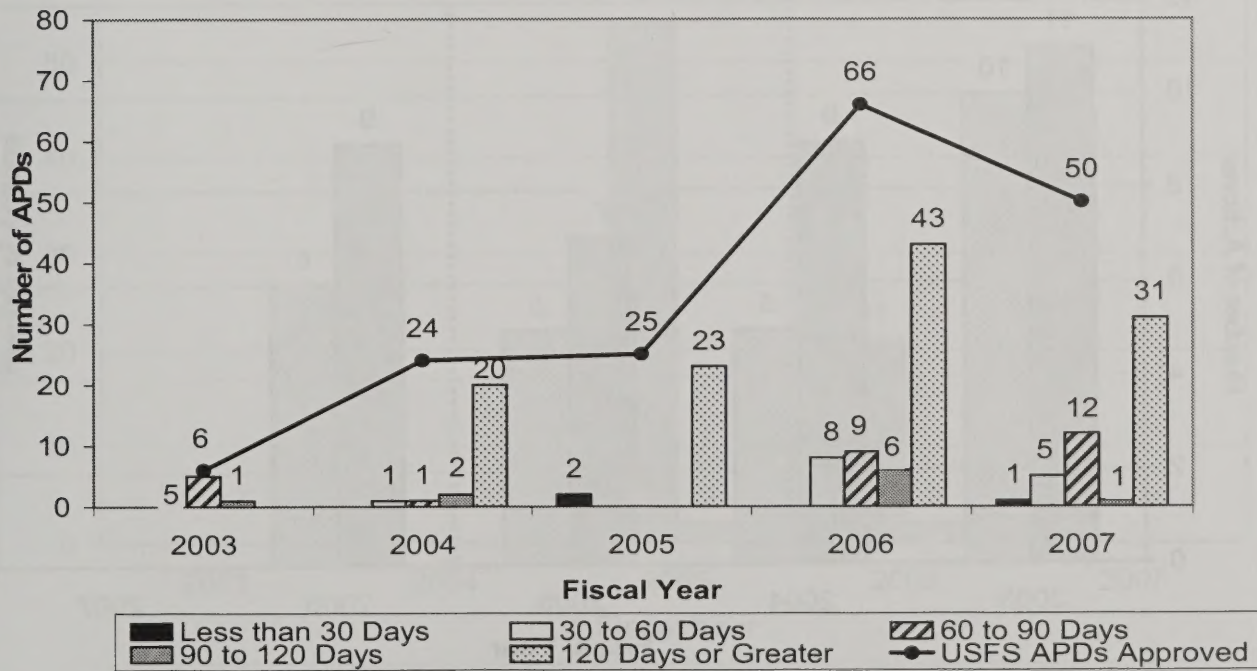


Figure 8-30 shows for the United States Army Corp of Engineers (USACE) a large decrease in the number of Section 404 permit-related actions have occurred after the initiation of the pilot project.

Notes for the following 8 figures:

Source – USACE OMBIL Regulatory Module 2 System

Figure 8-30. USACE Total Regulatory Actions for All Pilot Offices

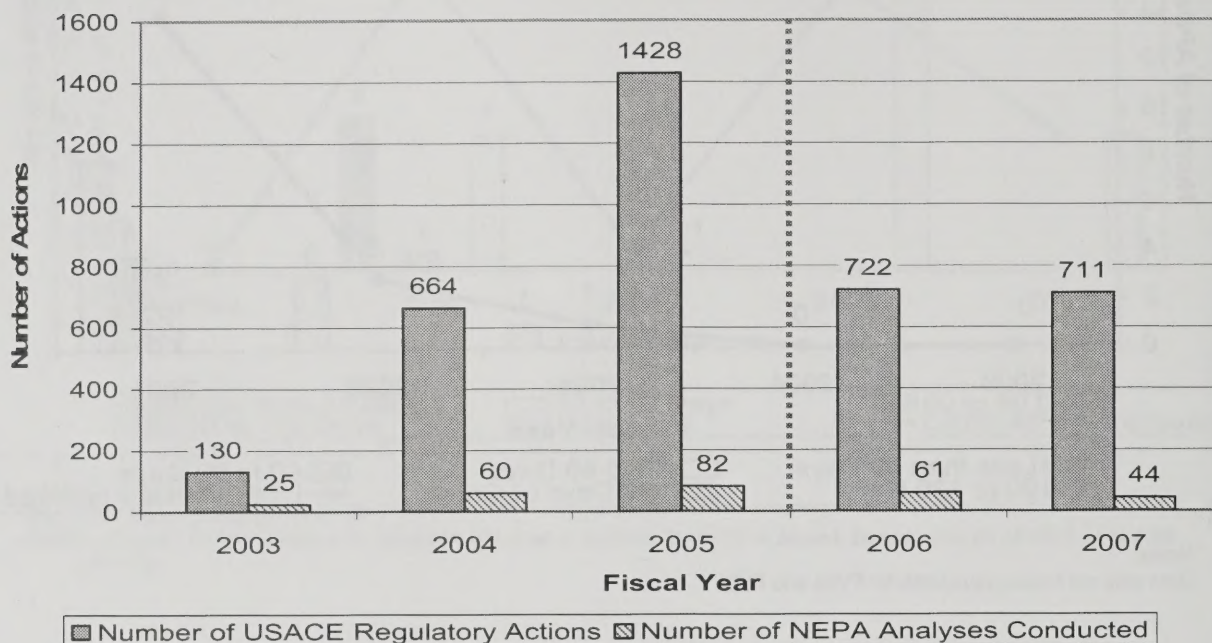


Figure 8-31. USACE Total Regulatory Actions for the Miles City Pilot Office

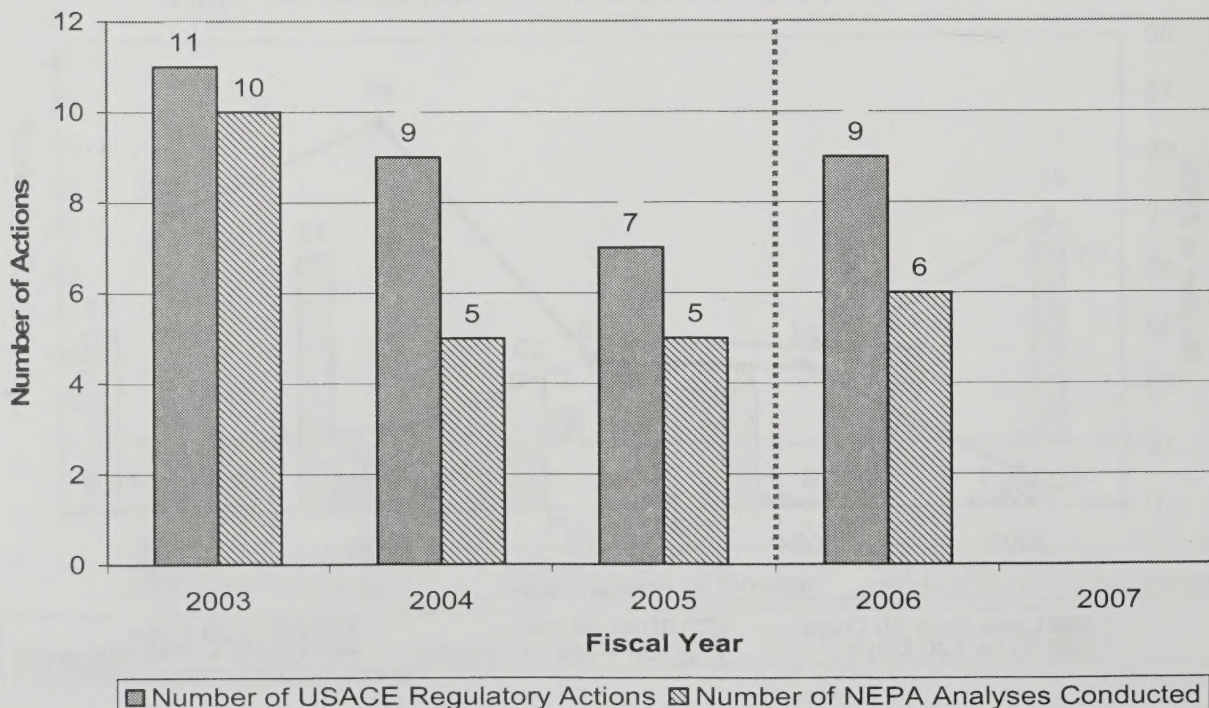


Figure 8-32. USACE Total Regulatory Actions for the Buffalo Pilot Office

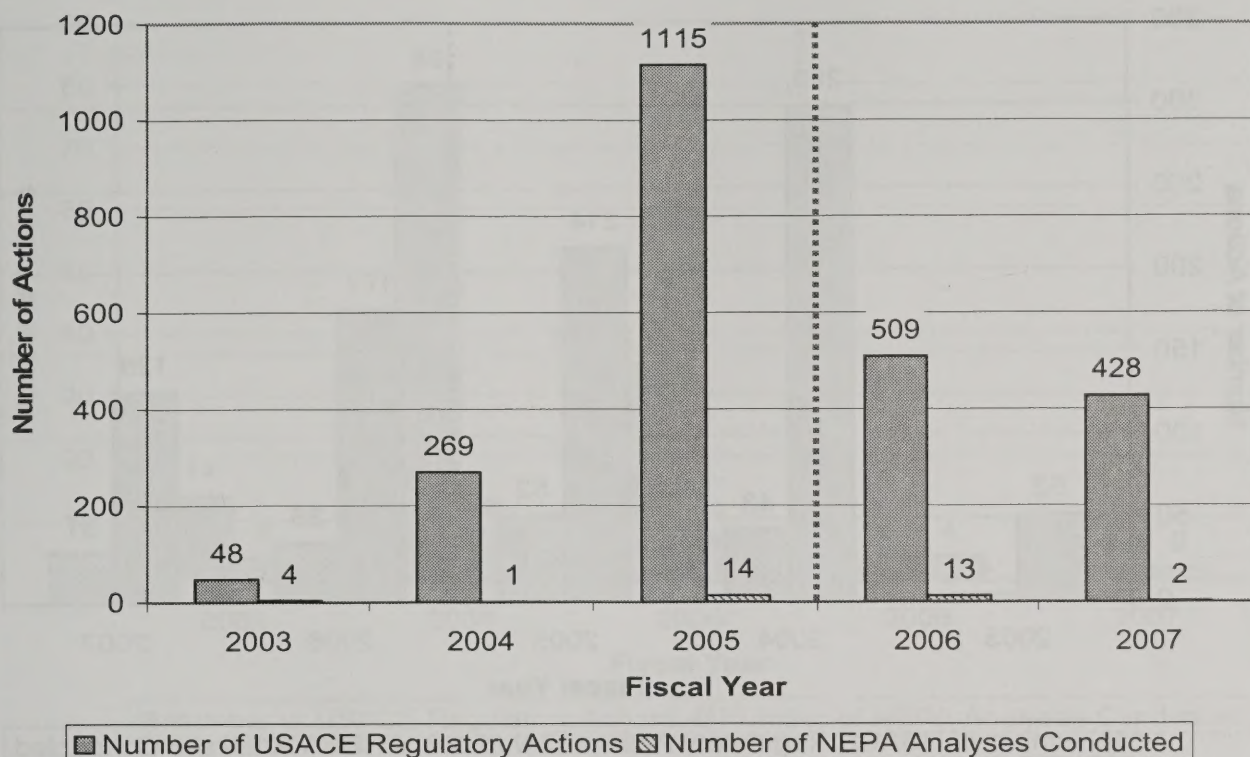


Figure 8-33. USACE Total Regulatory Actions for the Rawlins Pilot Office

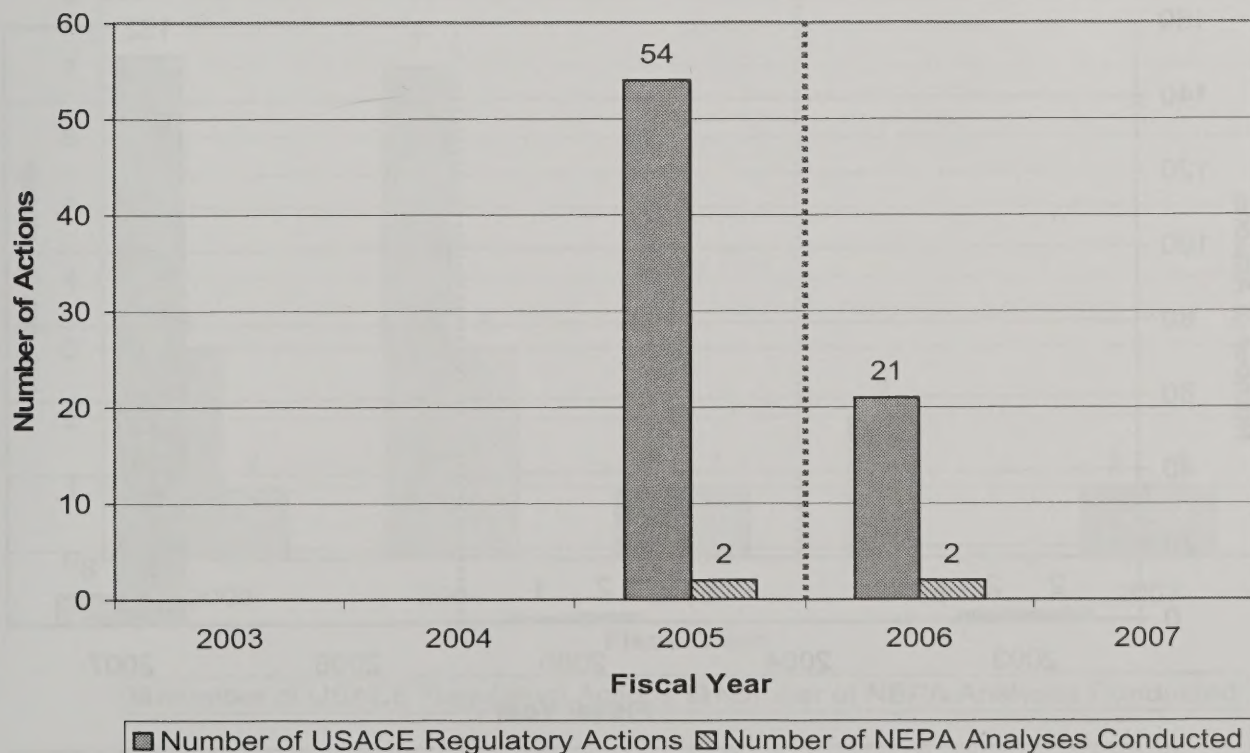


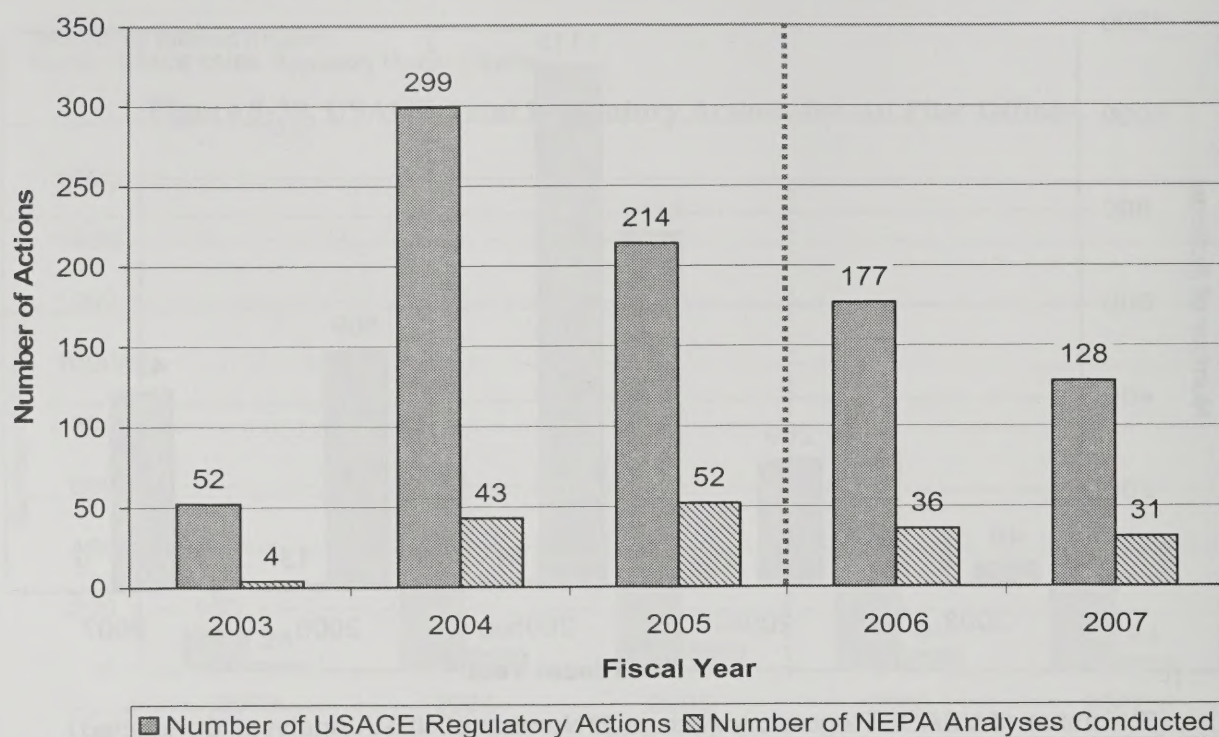
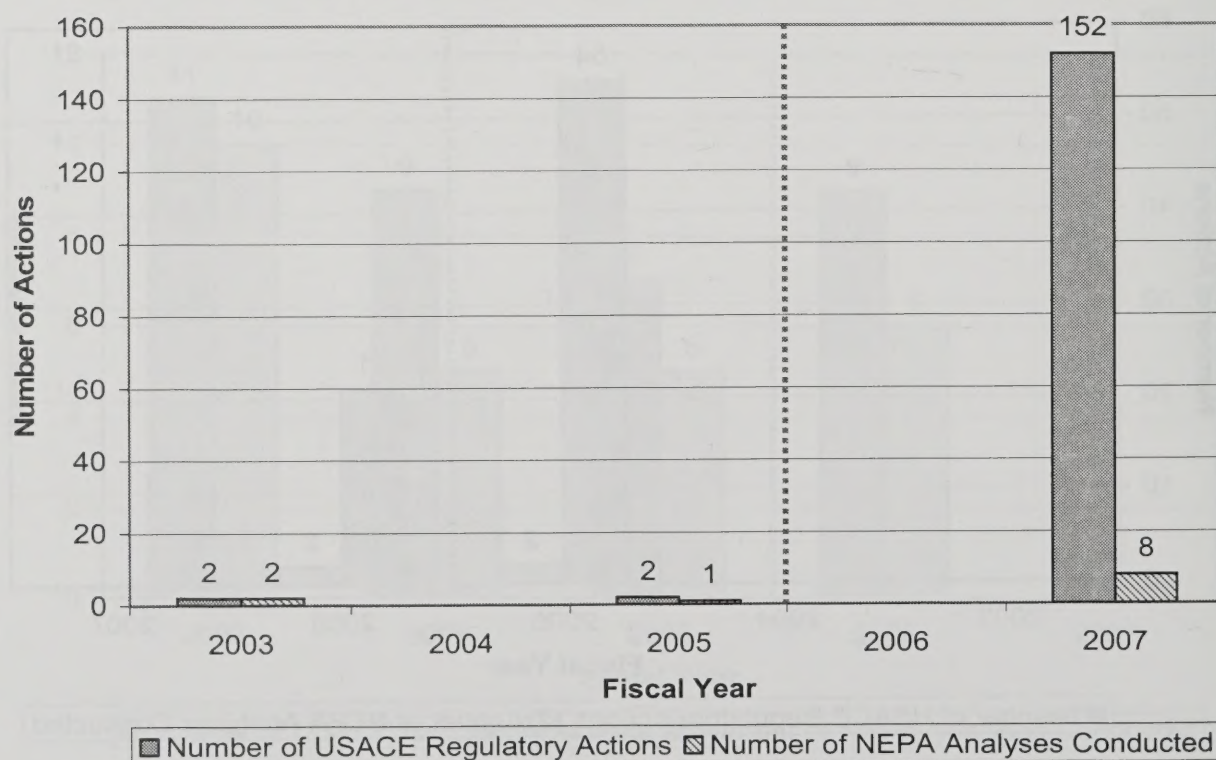
Figure 8-34. USACE Total Regulatory Actions for the Glenwood Springs Pilot Office**Figure 8-35. USACE Total Regulatory Actions for the Vernal Pilot Office**

Figure 8-36. USACE Total Regulatory Actions for the Farmington Pilot Office

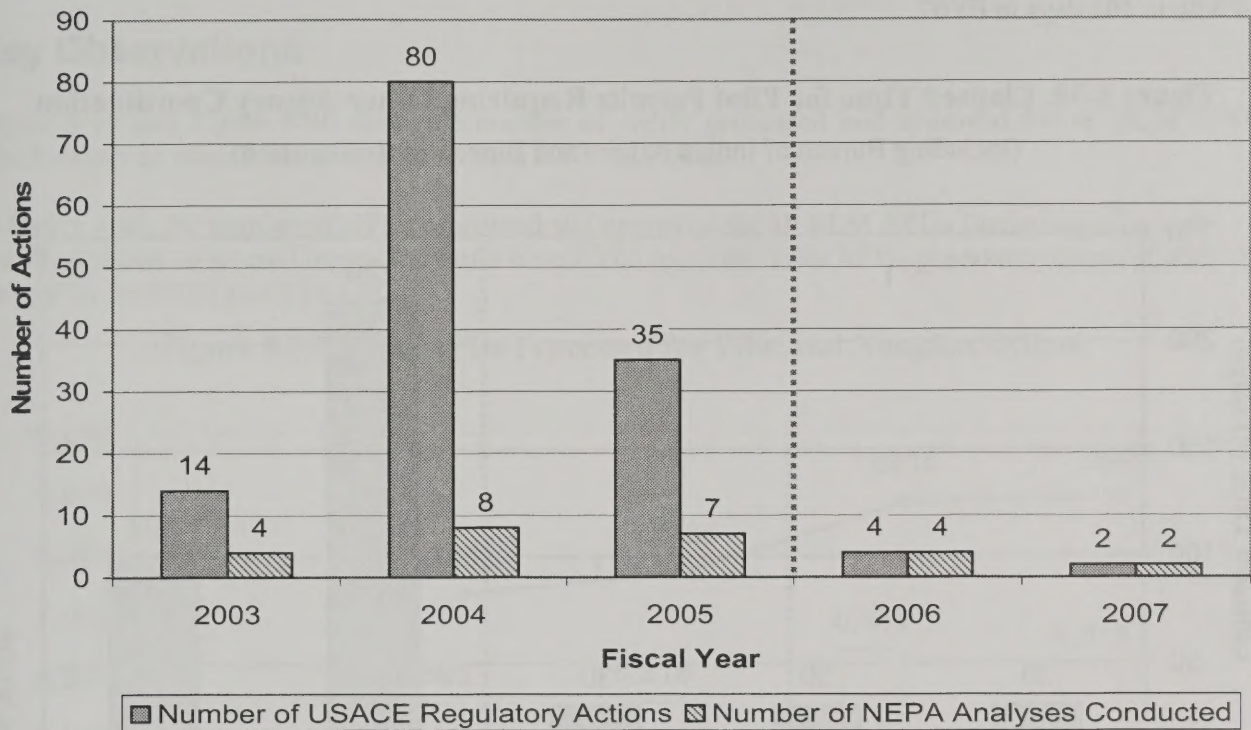
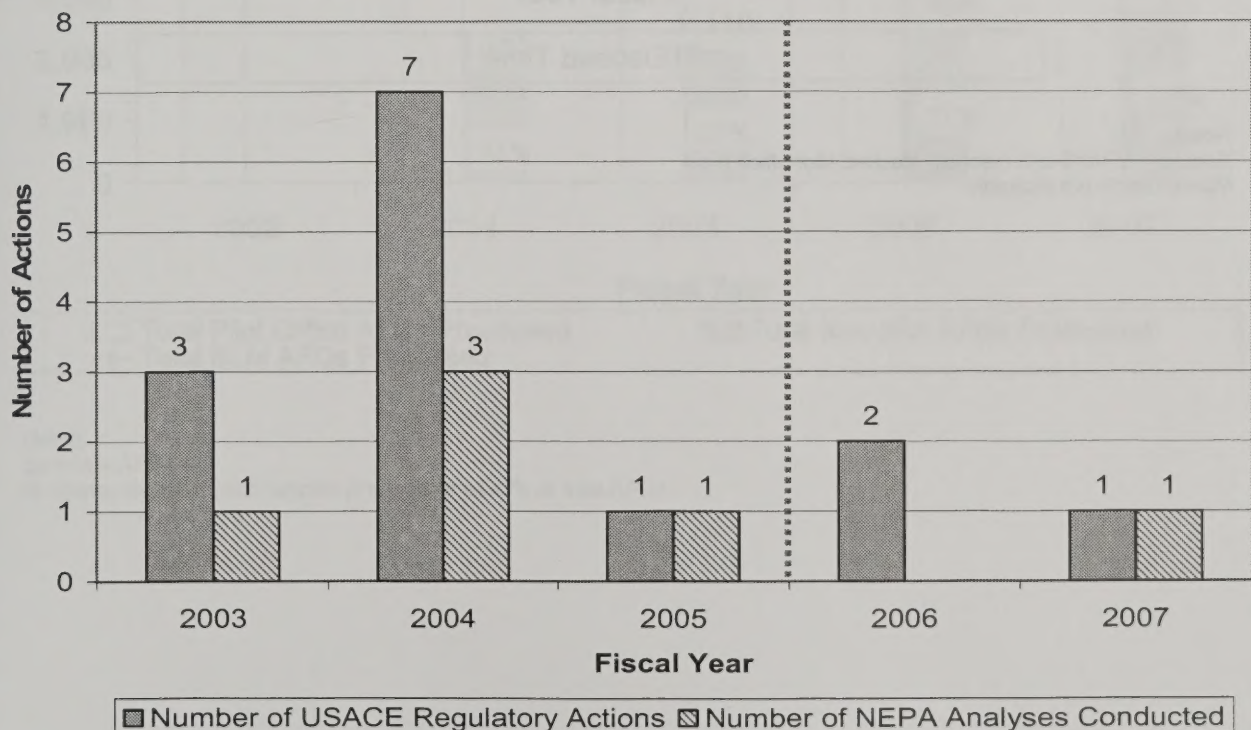


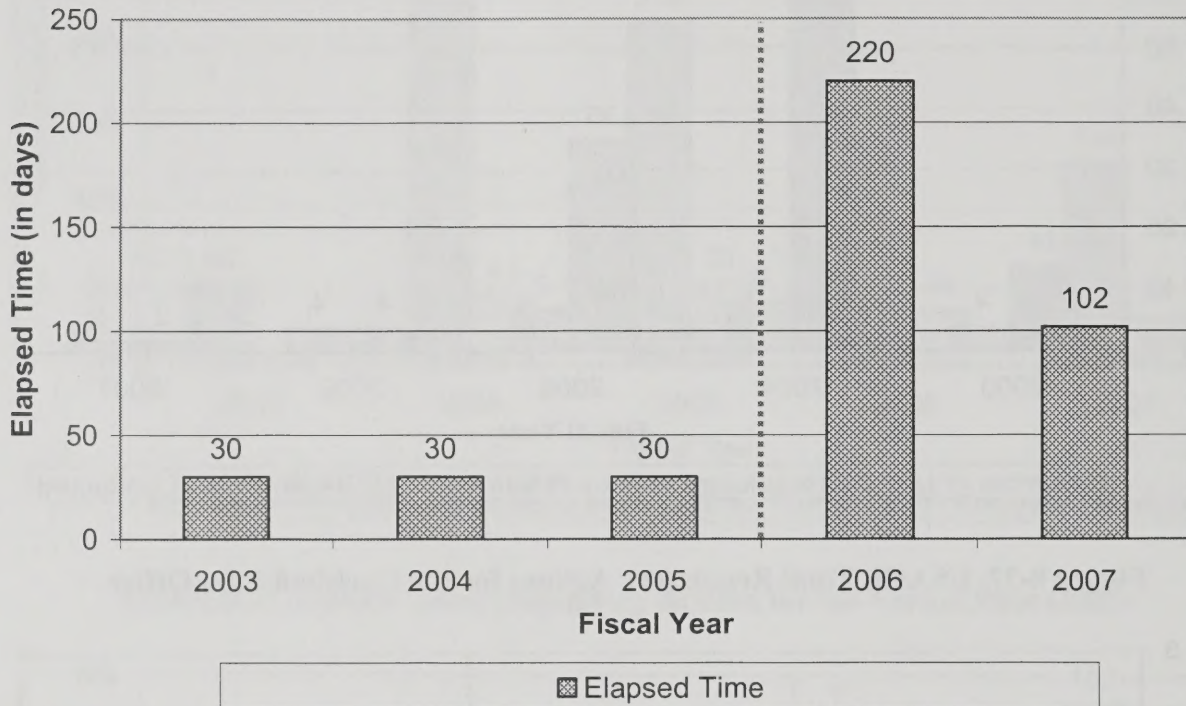
Figure 8-37. USACE Total Regulatory Actions for the Carlsbad Pilot Office



In Figure 8-38, Bureau of Indian Affairs (BIA) and Bureau of Reclamation (BOR) coordination regarding permits shows increased delays after the start of the pilot. However, delays have decreased from 220 days in FY06 to 102 days in FY07.

Figure 8-38. Elapsed Time for Pilot Permits Requiring Other Agency Coordination

(Including Bureau of Indian Affairs and Bureau of Reclamation)



Notes:

Source – AFMSS and manually tracked pilot office data

Vernal data is not available

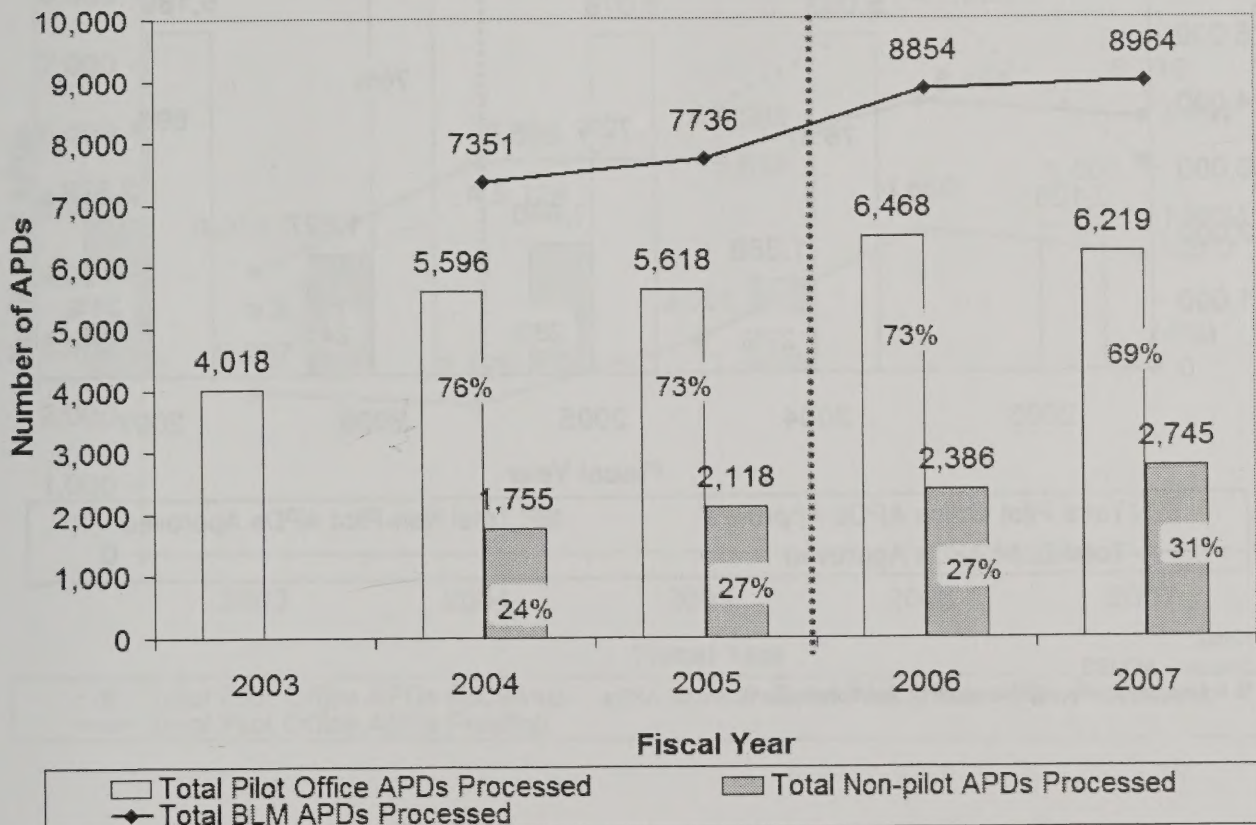
BUSINESS PROCESSES IMPROVEMENT RESULTS

Key Observations

Figure 8-39 and Figure 8-40 show the number of APDs processed and approved for all BLM APDs, which depict an overall increasing trend from FY03 to FY06.

In Figure 8-40, the number of APDs processed and approved for all BLM APDs (including pilot and nonpilot) shows an overall increasing trend from FY03 to FY06. Pilot APDs processed dipped slightly by 249 APDs for FY07 to 6,219 APDs.

Figure 8-39. Total APDs Processed for Pilot and Nonpilot Offices



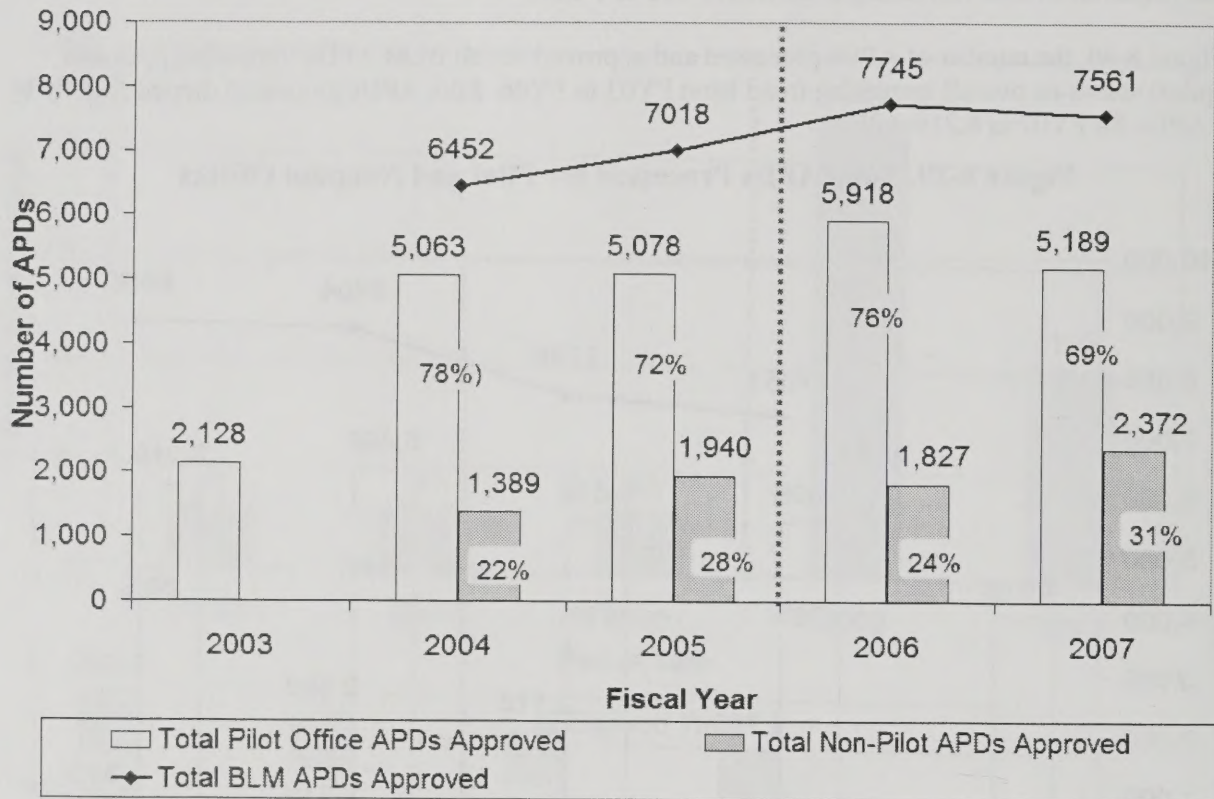
Notes:

Source – AFMSS

% figures indicates pilot/nonpilot proportions as a % of total APDs

Pilot APDs approved decreased by 729 APDs to 5,189 APDs in FY07 in Figure 8-40. The pilot office performance somewhat contrasts with the nonpilot office performance, which shows an overall increasing trend for all 5 years from 1,827 APDs in FY06 to 2,372 APDs in FY07.

Figure 8-40. Total APDs Approved for Pilot and Nonpilot Offices



Notes:
 Source – AFMSS
 % figures indicates pilot/nonpilot proportions as a % of total APDs

Overall Observations

Figure 8-41 shows that the number of APDs received substantially decreased by 30% in FY07. Pending APDs as a percent of APDs processed have risen significantly after the start of the pilot, from a low of 38% in FY04 to 69% in FY07.

Notes for the following 8 figures:

Source – AFMSS

Percentage Change in APDs Received, Pending, and Processed from FY 2006 to FY 2007 is indicated in bold parentheses

Figure 8-41. Total APDs Received, Processed, and Pending for All Pilot Offices

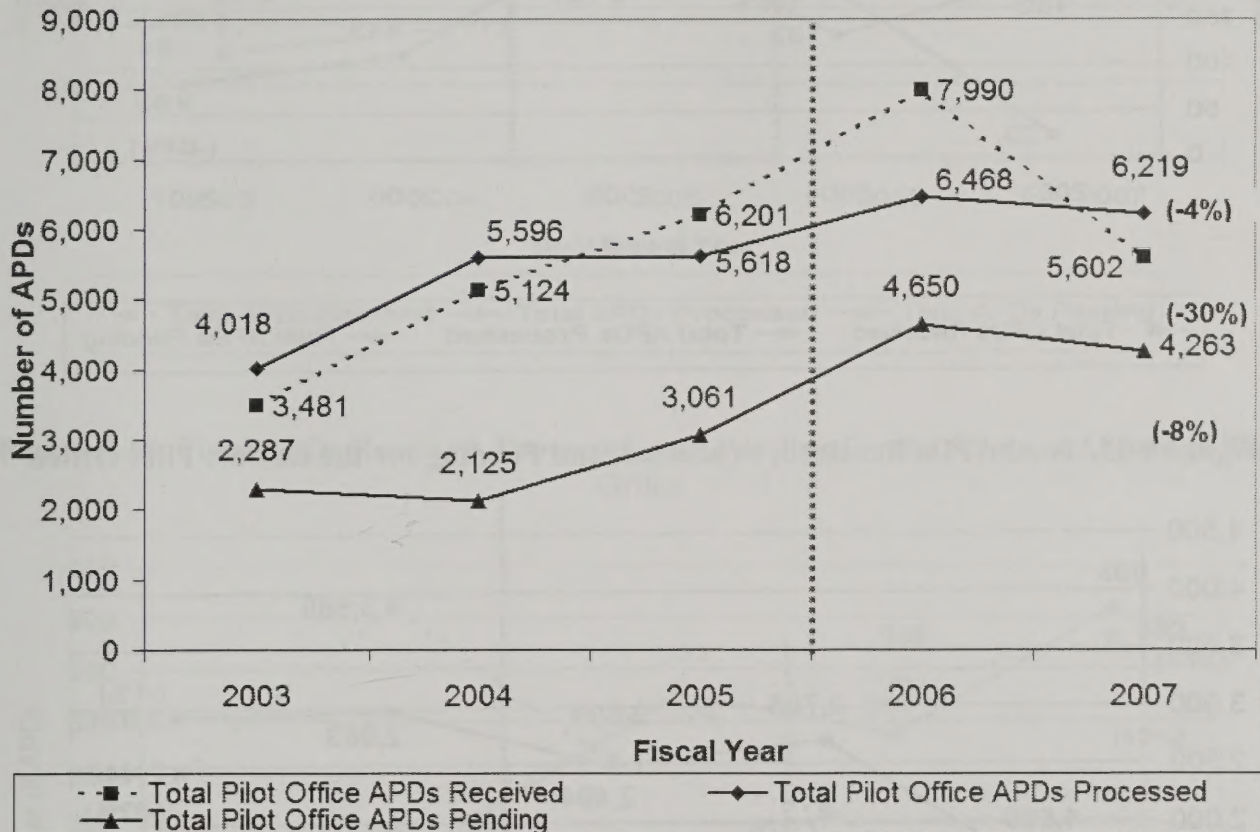


Figure 8-42. Total APDs Received, Processed, and Pending for the Miles City Pilot Office

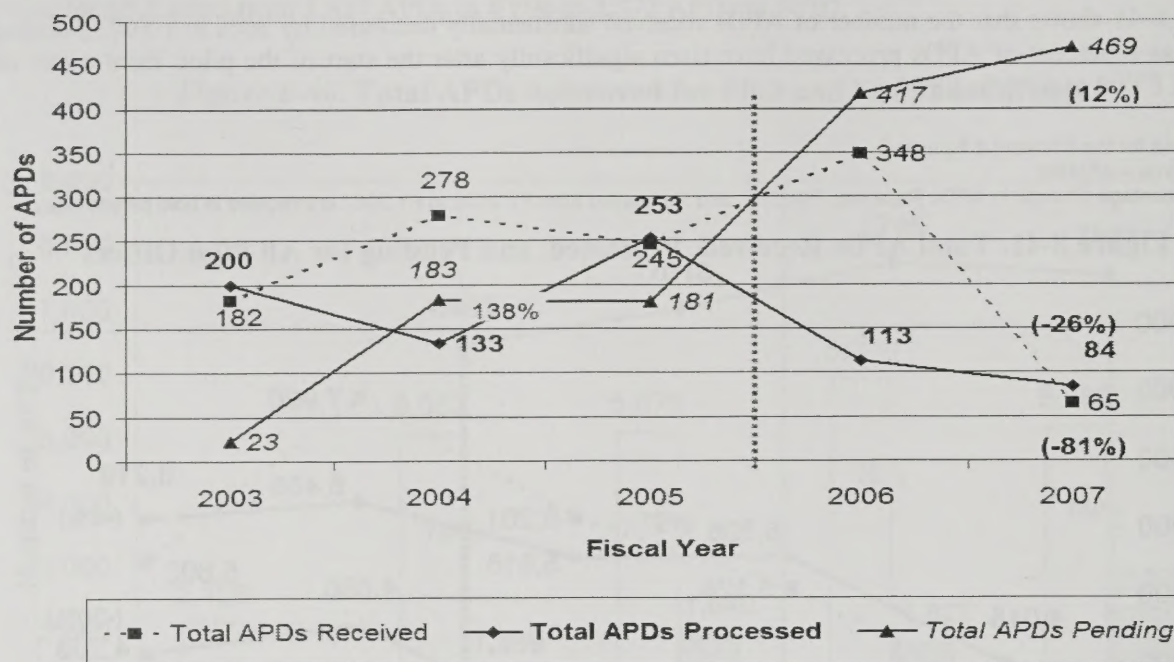


Figure 8-43. Total APDs Received, Processed, and Pending for the Buffalo Pilot Office

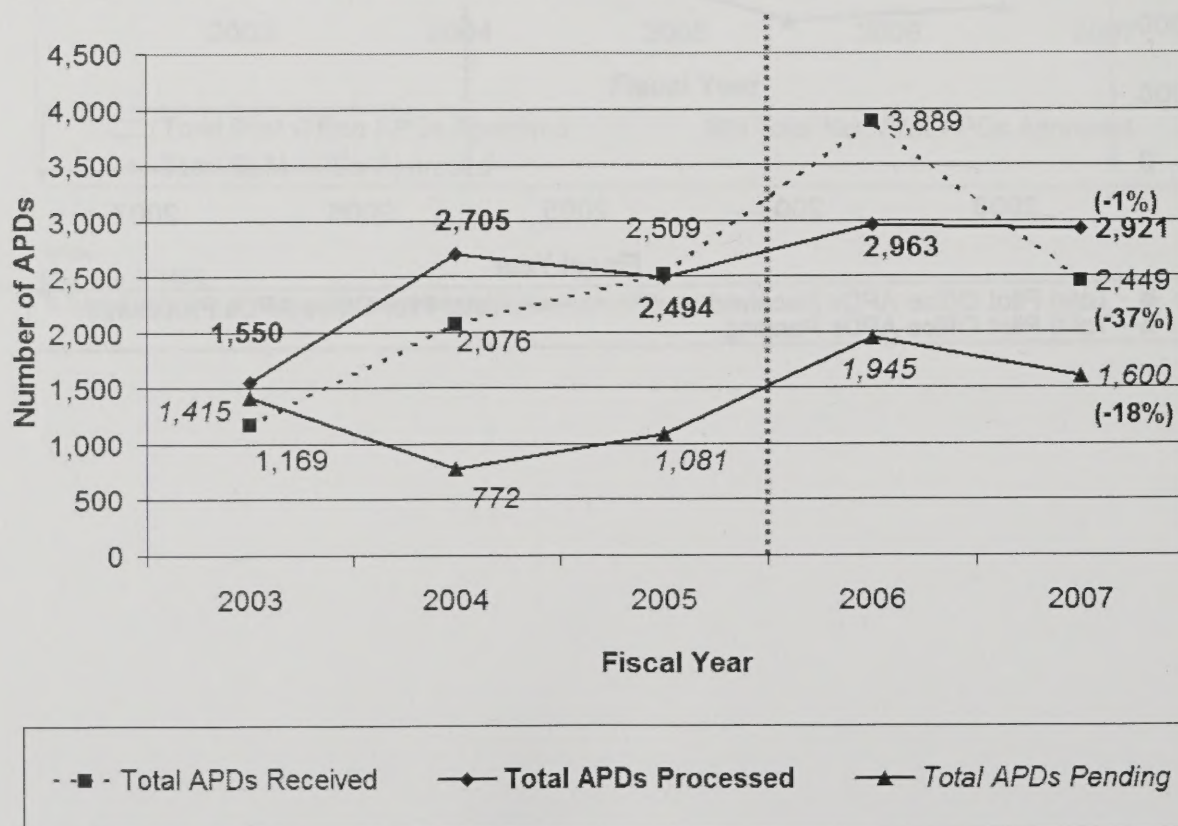


Figure 8-44. Total APDs Received, Processed, and Pending for the Rawlins Pilot Office

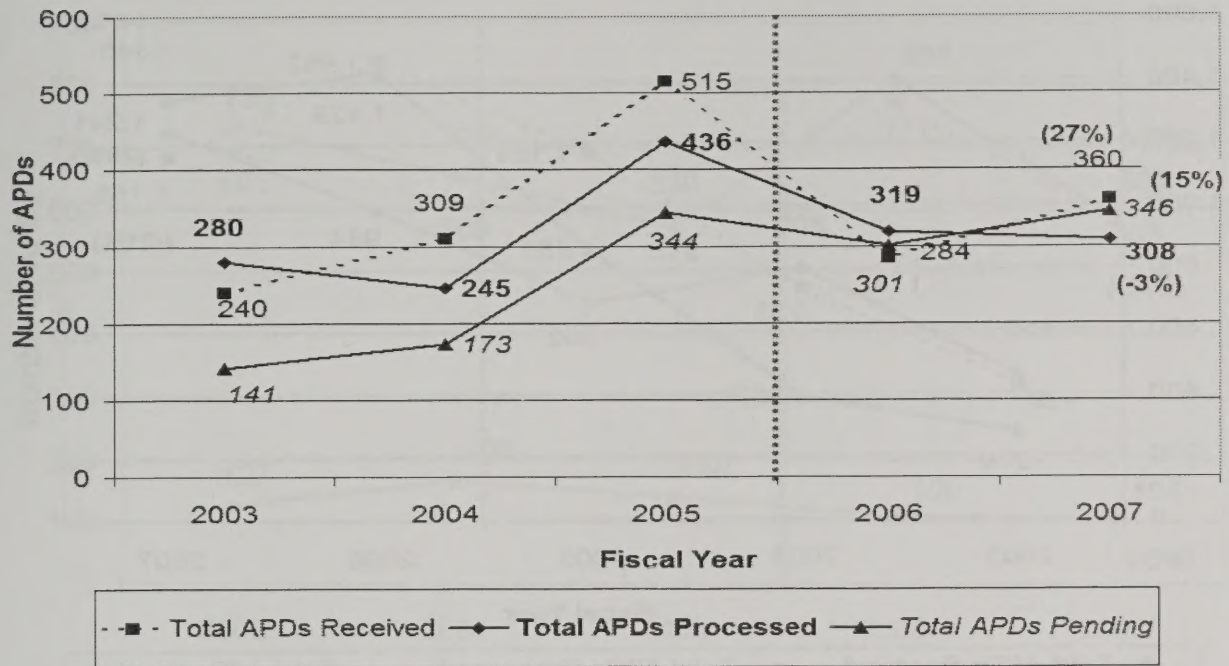


Figure 8-45. Total APDs Received, Processed, and Pending for the Glenwood Springs Pilot Office

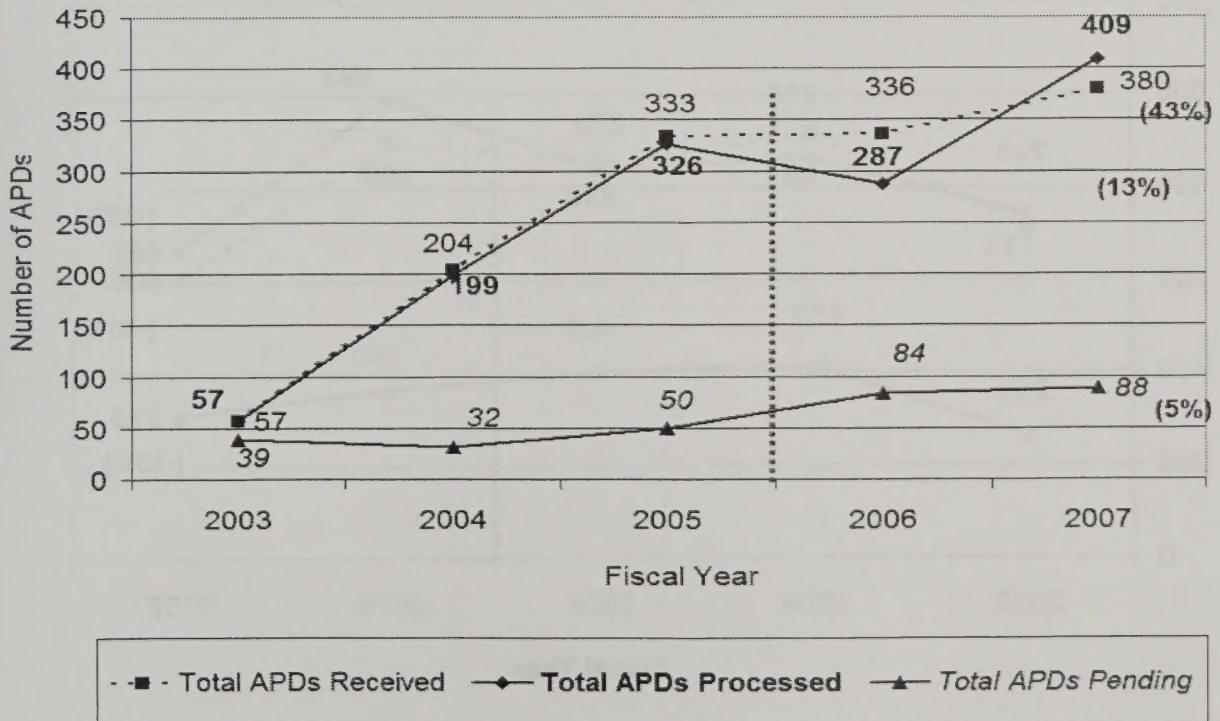


Figure 8-46. Total APDs Received, Processed, and Pending for the Vernal Pilot Office

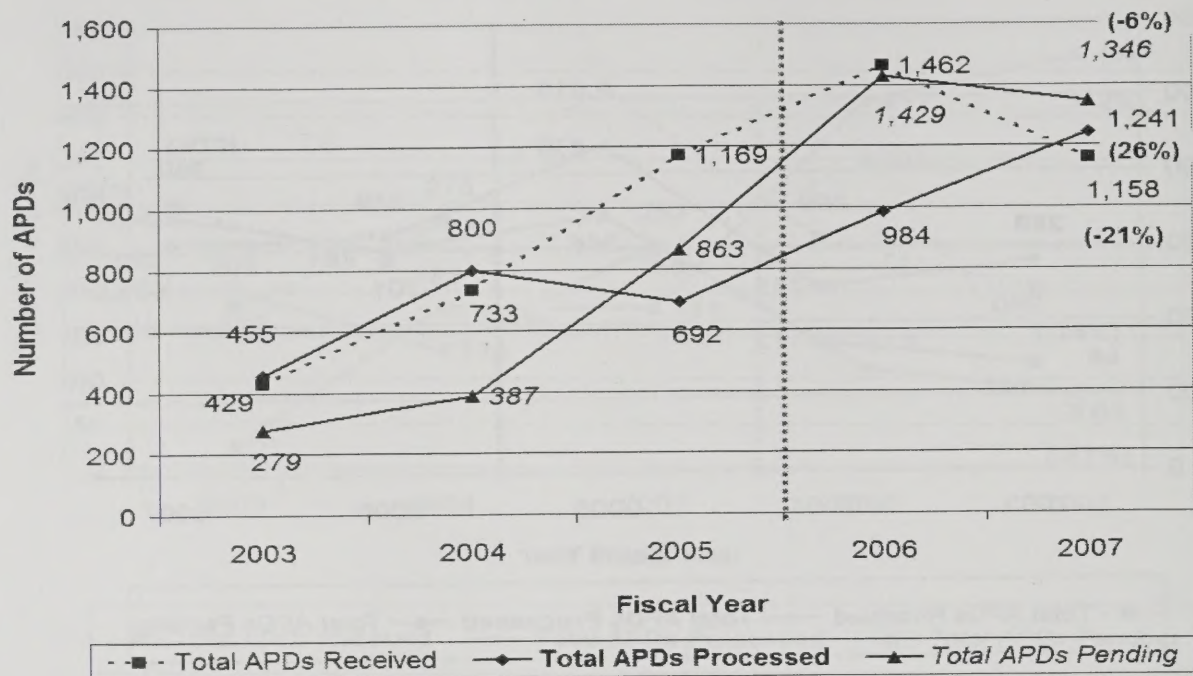


Figure 8-47. Total APDs Received, Processed, and Pending for the Farmington Pilot Office

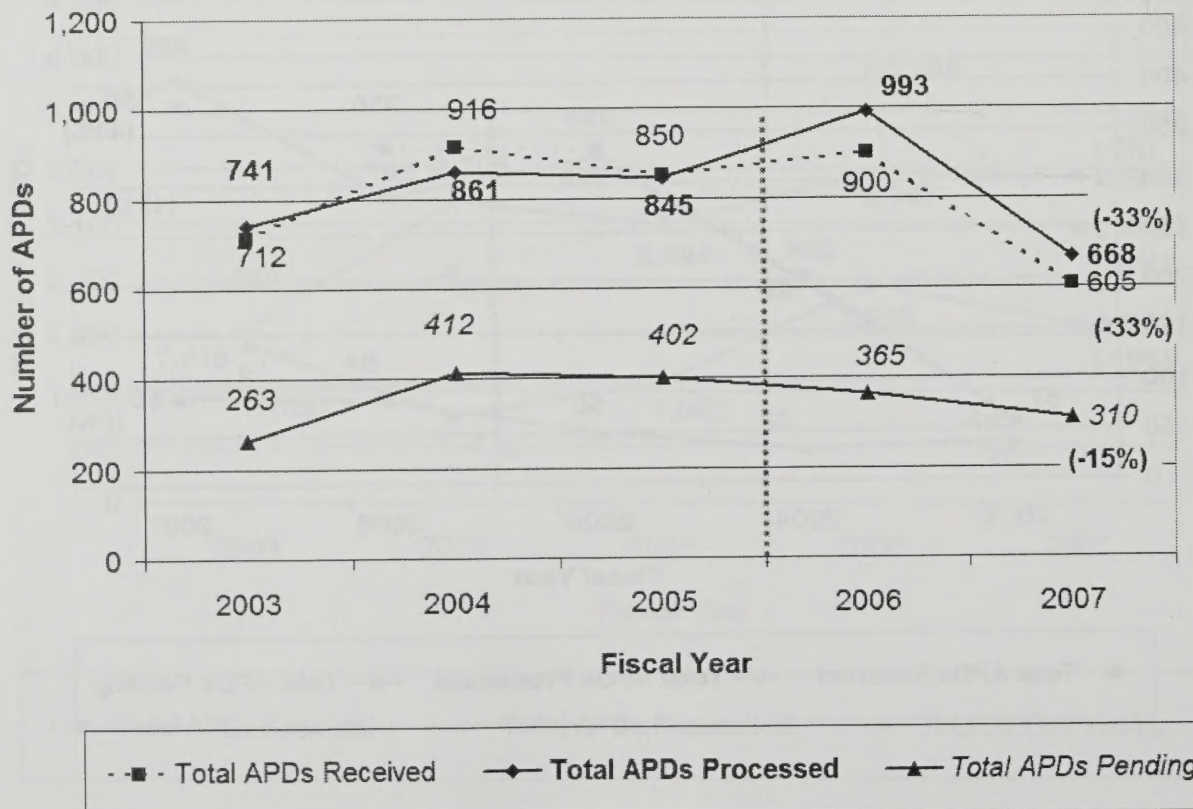
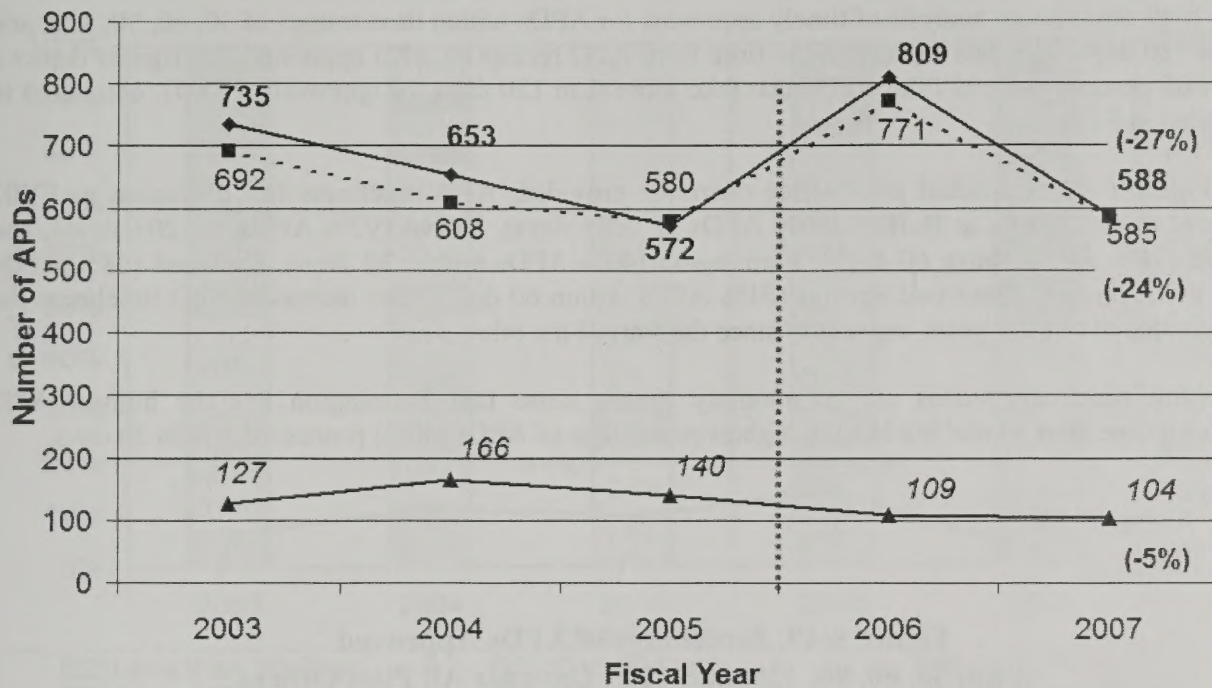


Figure 8-48. Total APDs Received, Processed, and Pending for the Carlsbad Pilot Office



- ■ - Total APDs Received - ◆ - Total APDs Processed - ▲ - Total APDs Pending

Overall Observations

Figure 8-49 provides an analysis of timely approvals for APDs within time frames of 30, 60, 90, 120, and beyond 120 days. The data represents the time from APD receipt to APD approval. The figures depict a high of 65 percent of BLM Pilot APDs that take more than 120 days for approval in FY07, compared to 58 percent in FY06.

After Figure 8-49, individual pilot office charts are provided. APD timeliness has decreased in FY07 compared to prior years at Buffalo (96% APDs at 120+ days), Vernal (92% APDs at 120+ days), and Rawlins (71% APDs above 60 days). Farmington (40% APDs within 30 days), Carlsbad (68% APDs within 60 days), and Glenwood Springs (51% APDs within 60 days) have increased APD timeliness for FY07 compared to prior years, especially since the start of the pilot.

Farmington timeliness trends are an anomaly in the sense that Farmington has the highest APD processing time after Vernal but has the highest percentage of APDs (40%) processed within 30 days.

Notes:

1. Source: AFMSS

Figure 8-49. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for All Pilot Offices

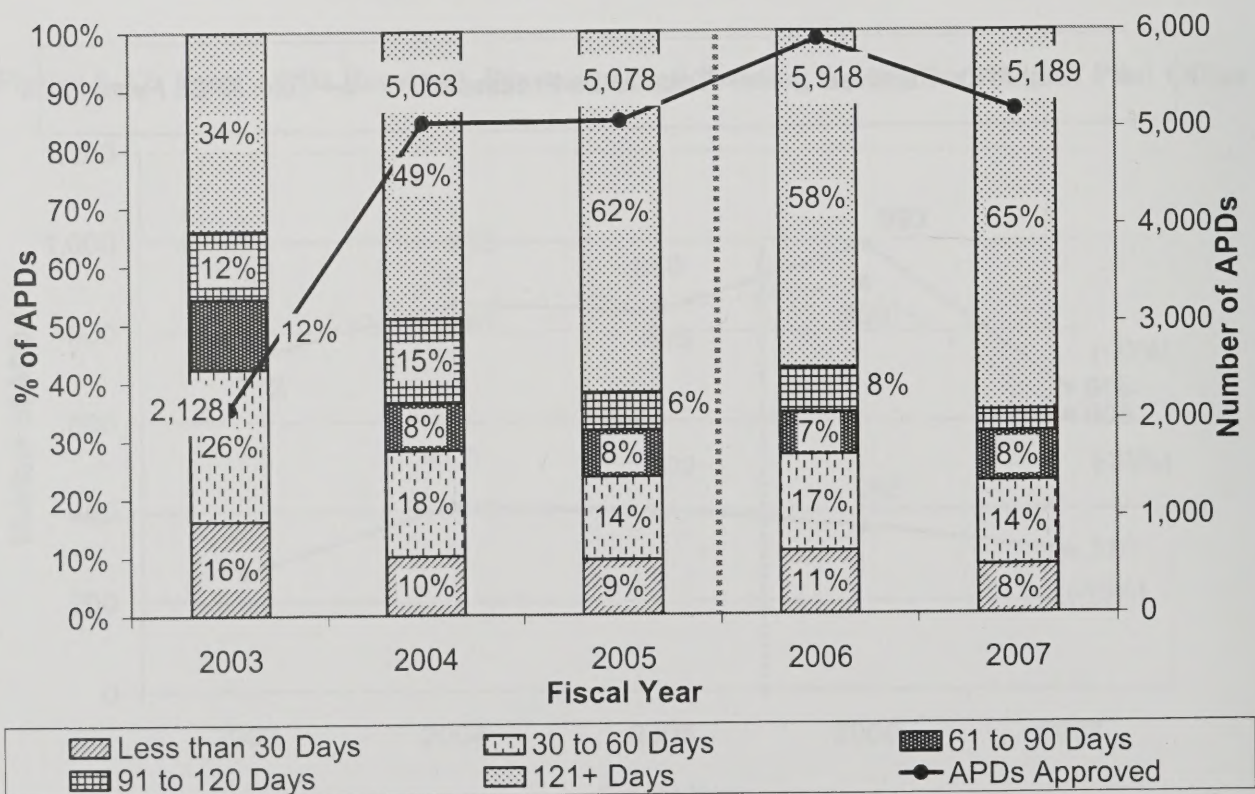


Figure 8-50. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Miles City Pilot Office

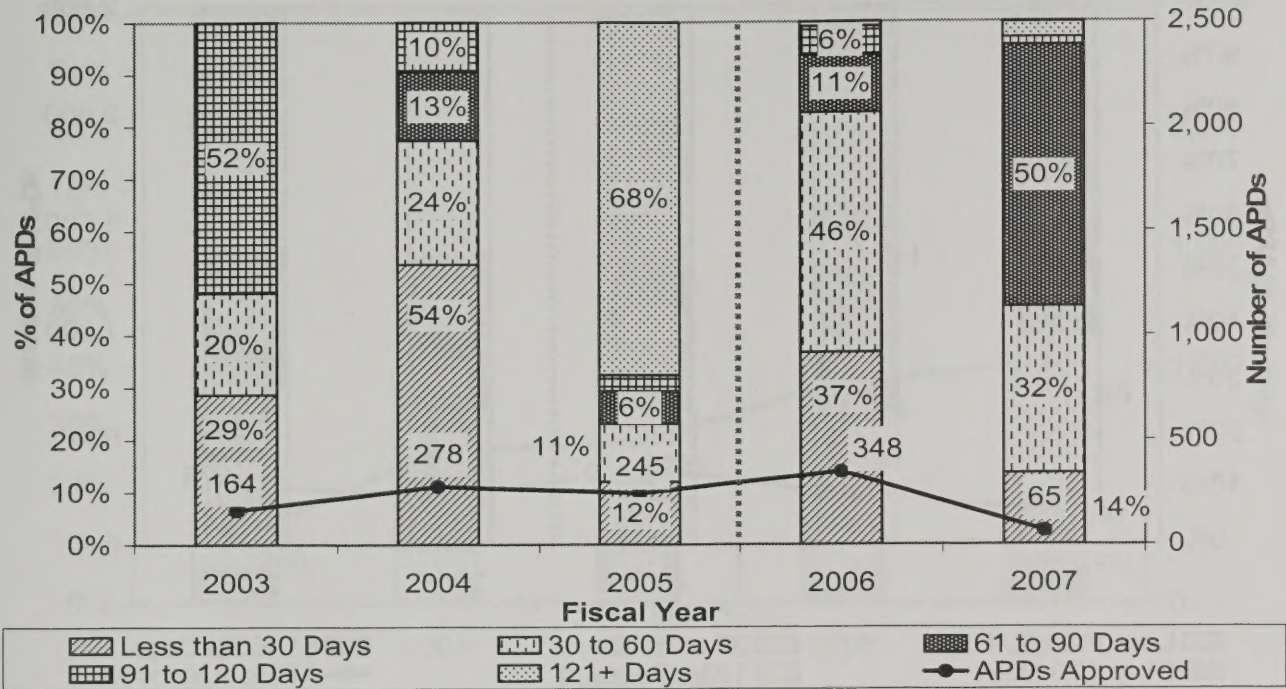


Figure 8-51. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Buffalo Pilot Office

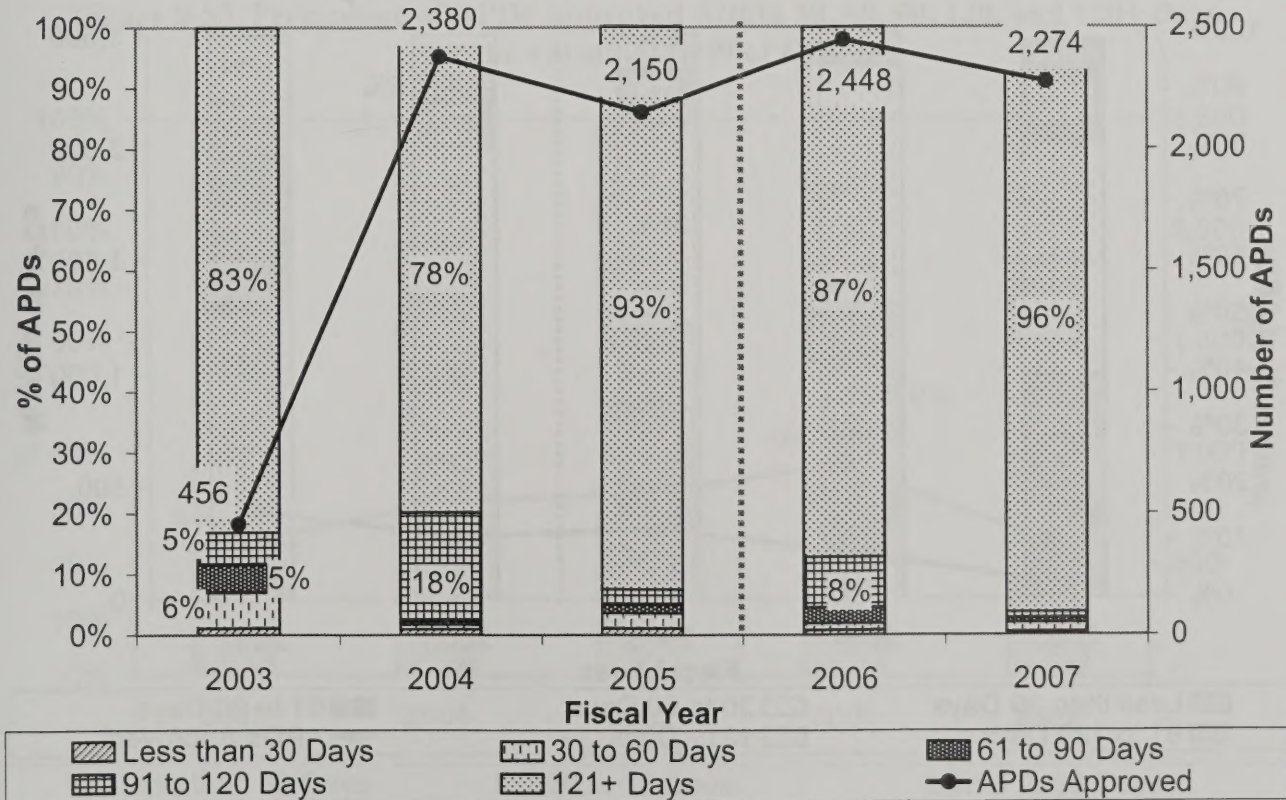


Figure 8-52. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Rawlins Pilot Office

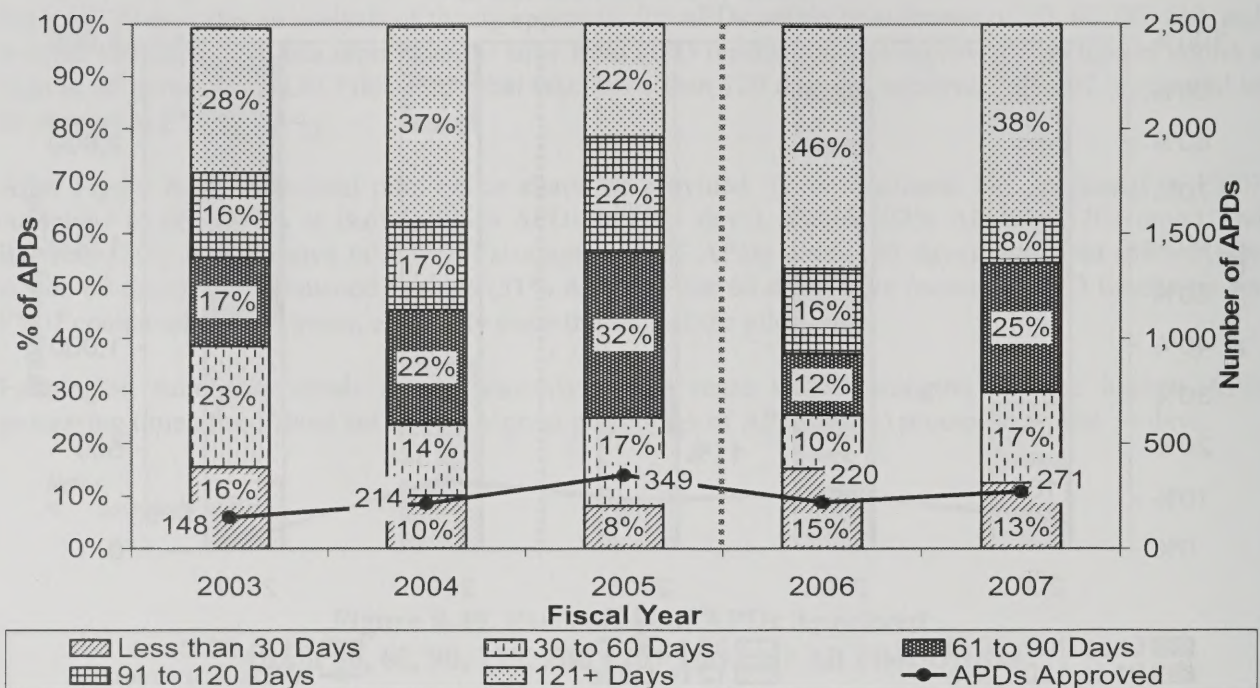


Figure 8-53. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Glenwood Springs Pilot Office

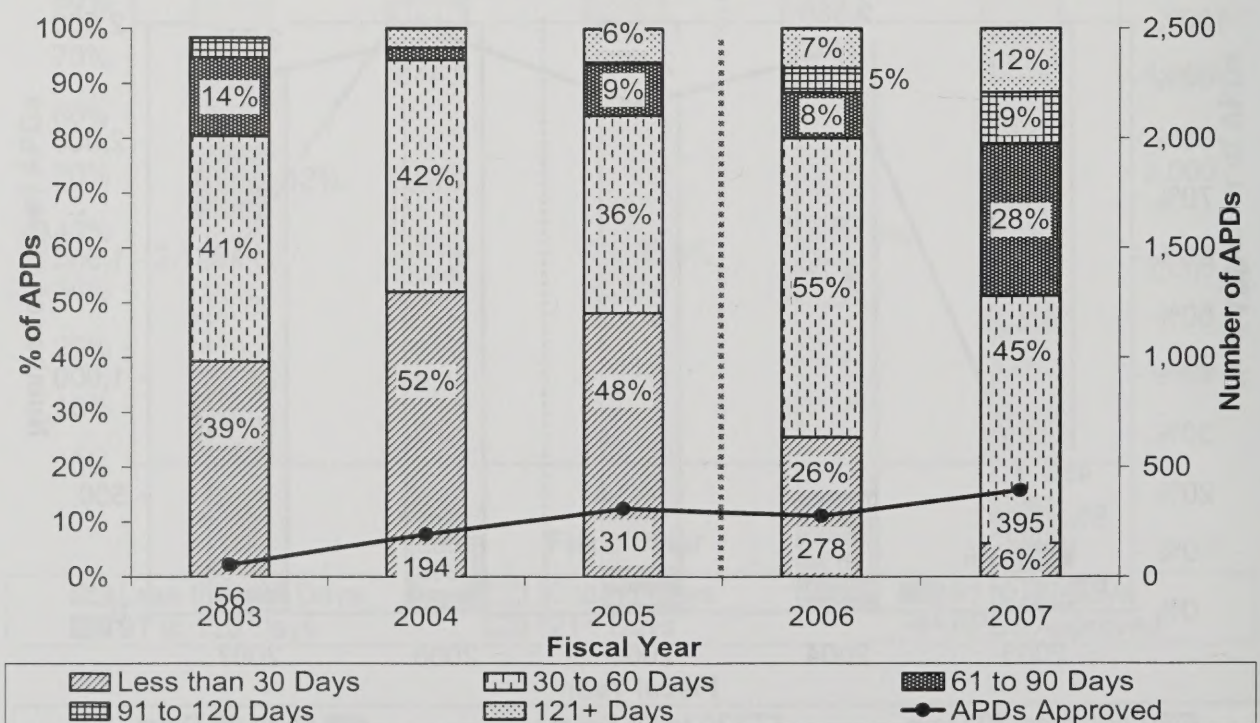


Figure 8-54. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Vernal Pilot Office

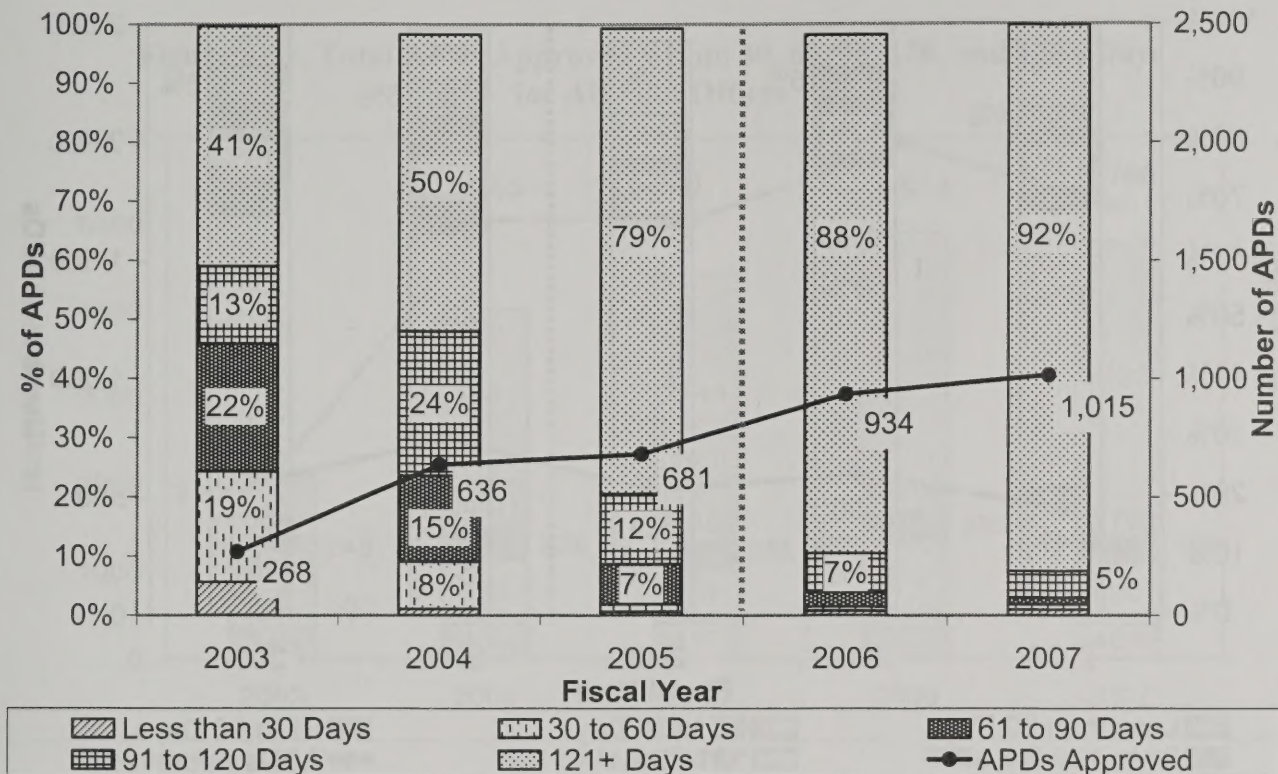


Figure 8-55. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Farmington Pilot Office

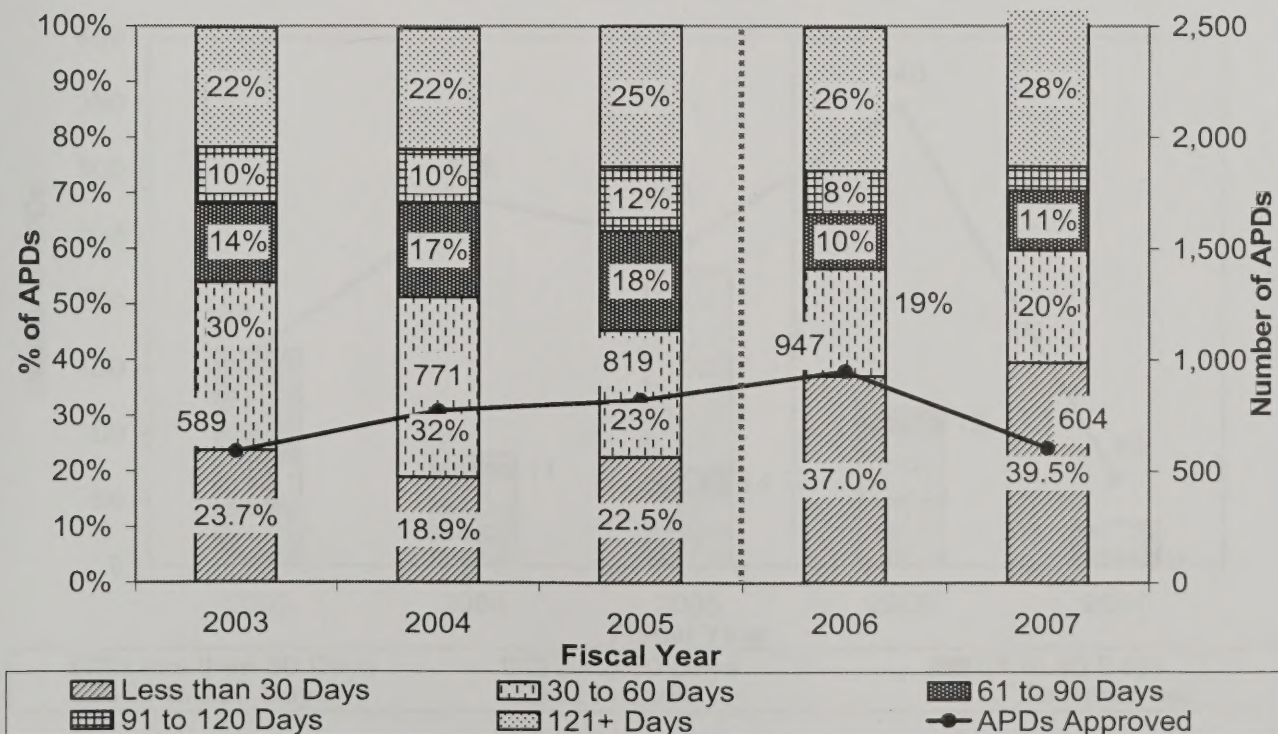


Figure 8-56. Percentage of APDs Approved within 30, 60, 90, 120, and 120+ Days for the Carlsbad Pilot Office

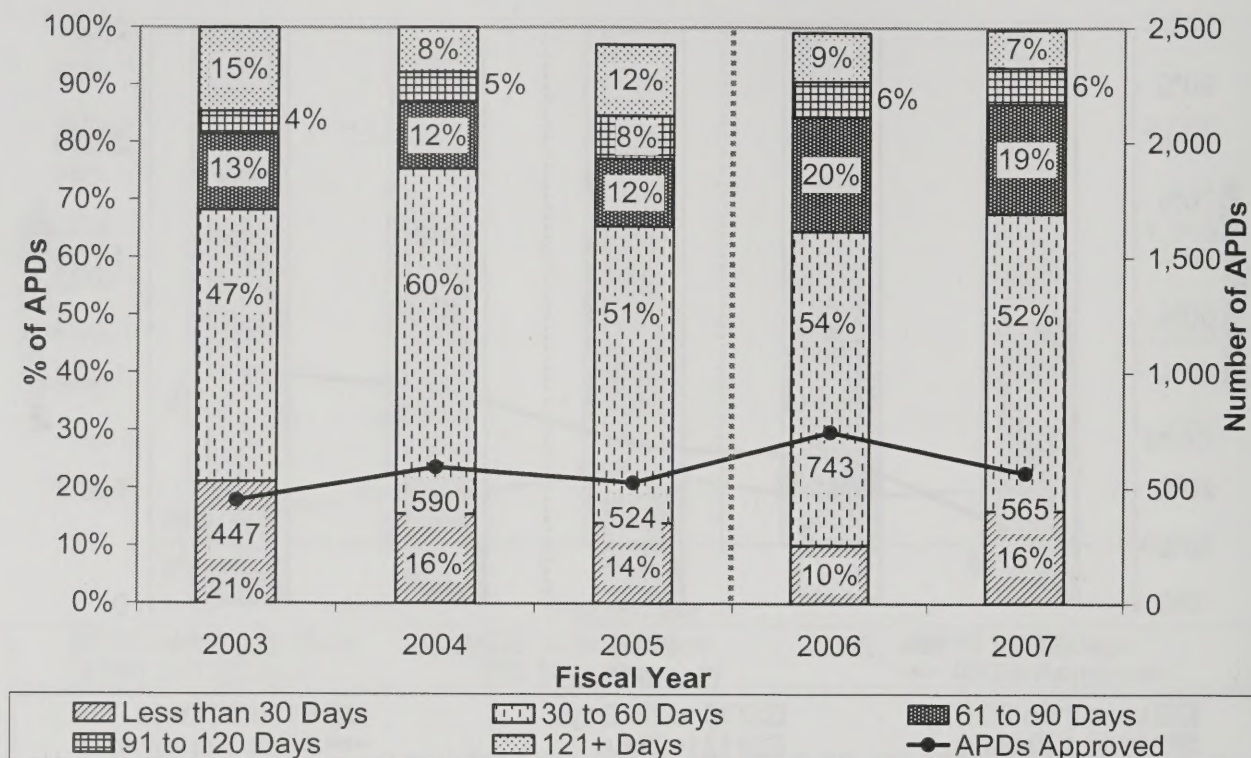


Figure 8-57 shows the actual number of APDs approved within 30, 60, 90, 120 and 120-plus days for all pilot offices. The data represents the time from APD receipt to APD approval.

Figure 8-57. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for All Pilot Offices

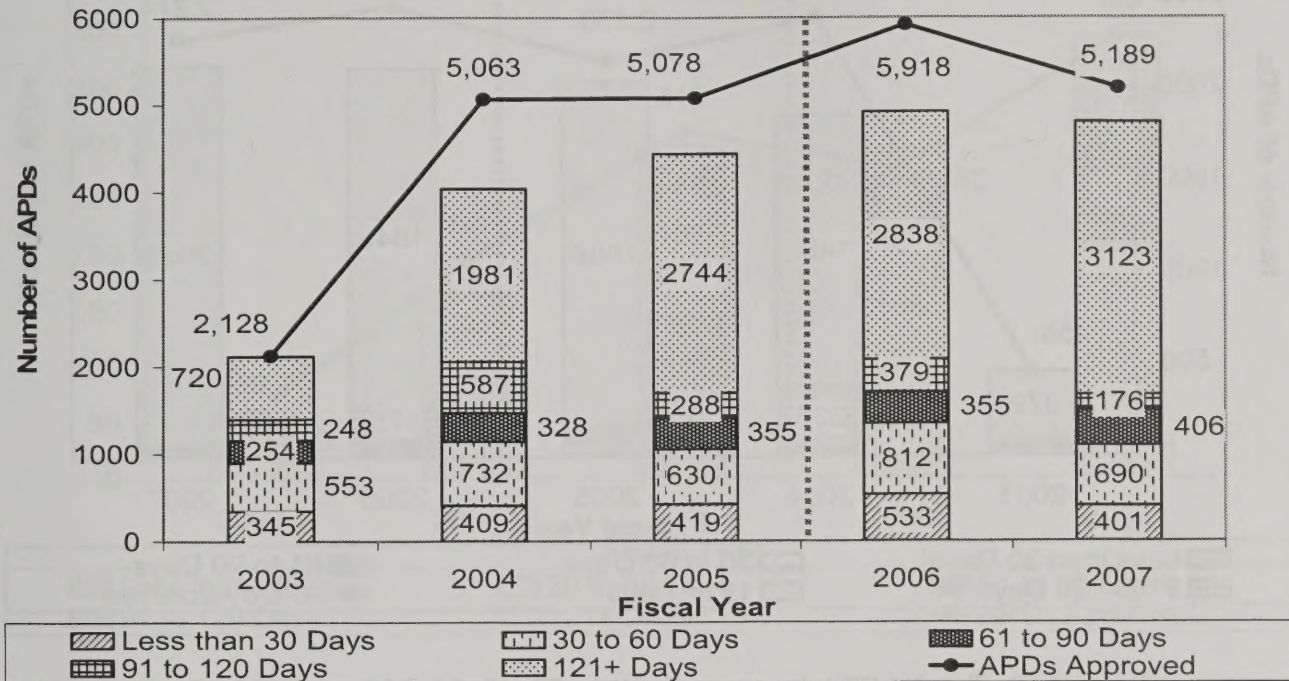


Figure 8-58. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Miles City Pilot Office

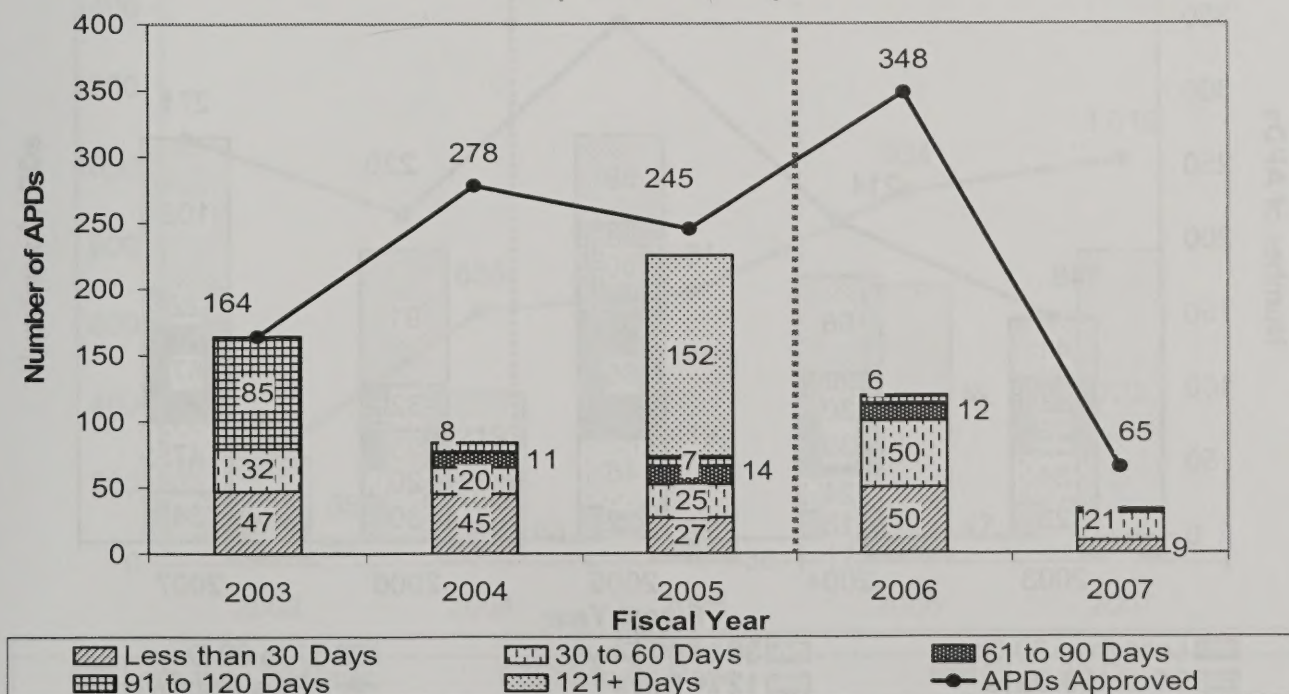


Figure 8-59. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Buffalo Pilot Office

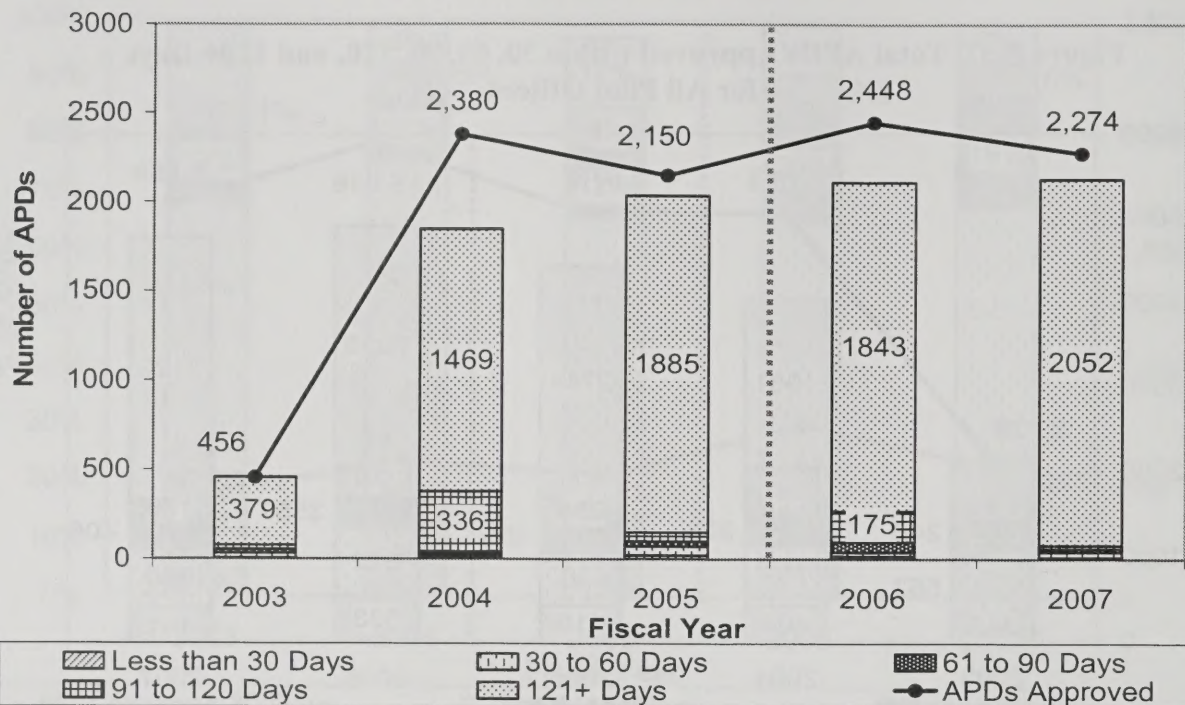


Figure 8-60. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Rawlins Pilot Office

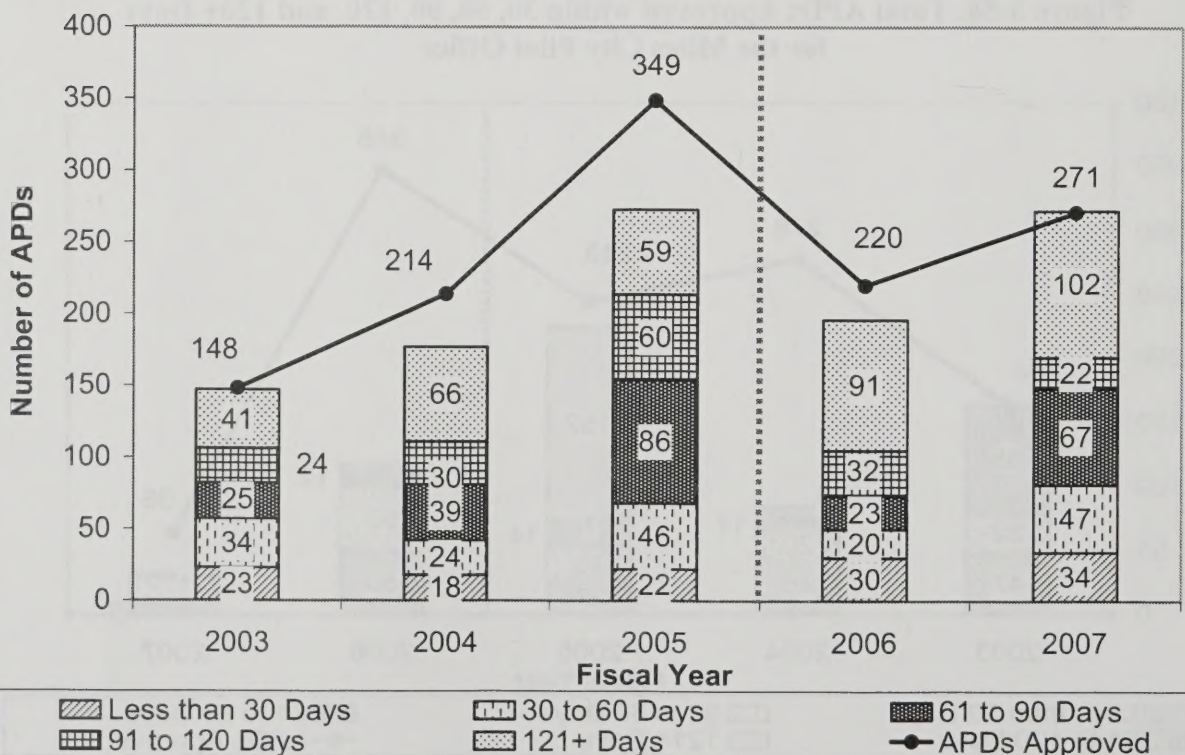


Figure 8-61. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Glenwood Springs Pilot Office

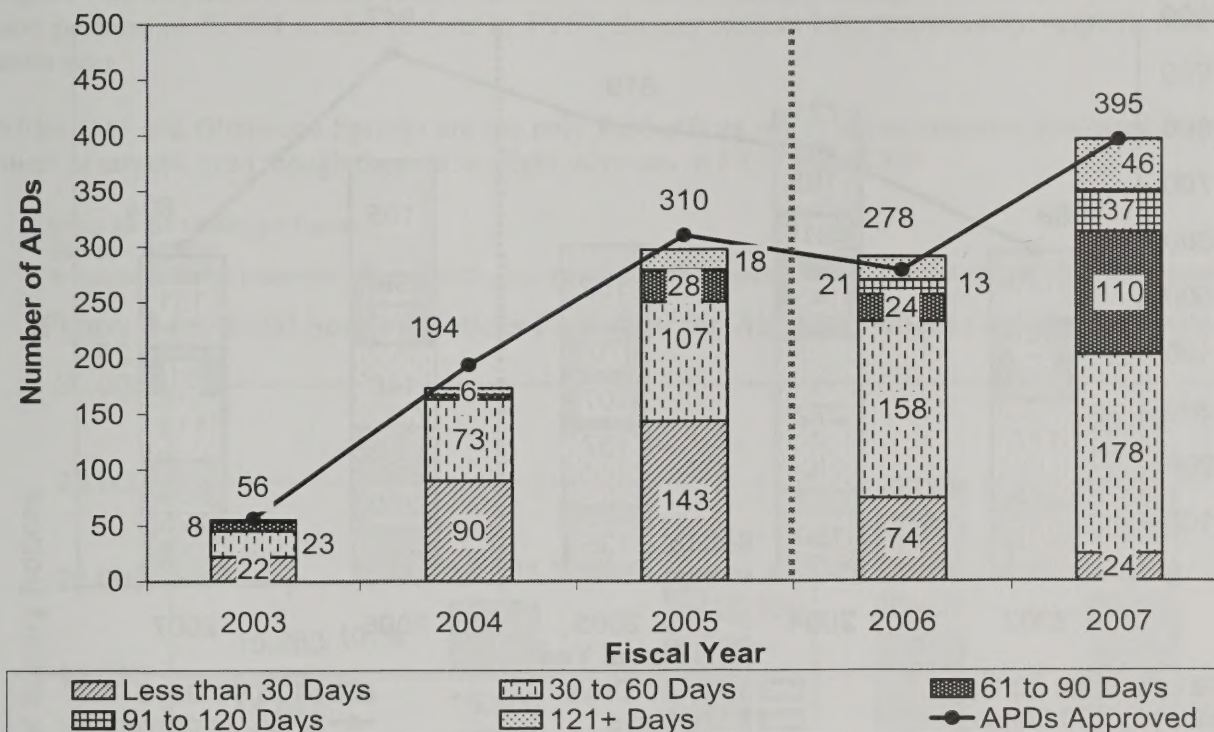


Figure 8-62. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Vernal Pilot Office

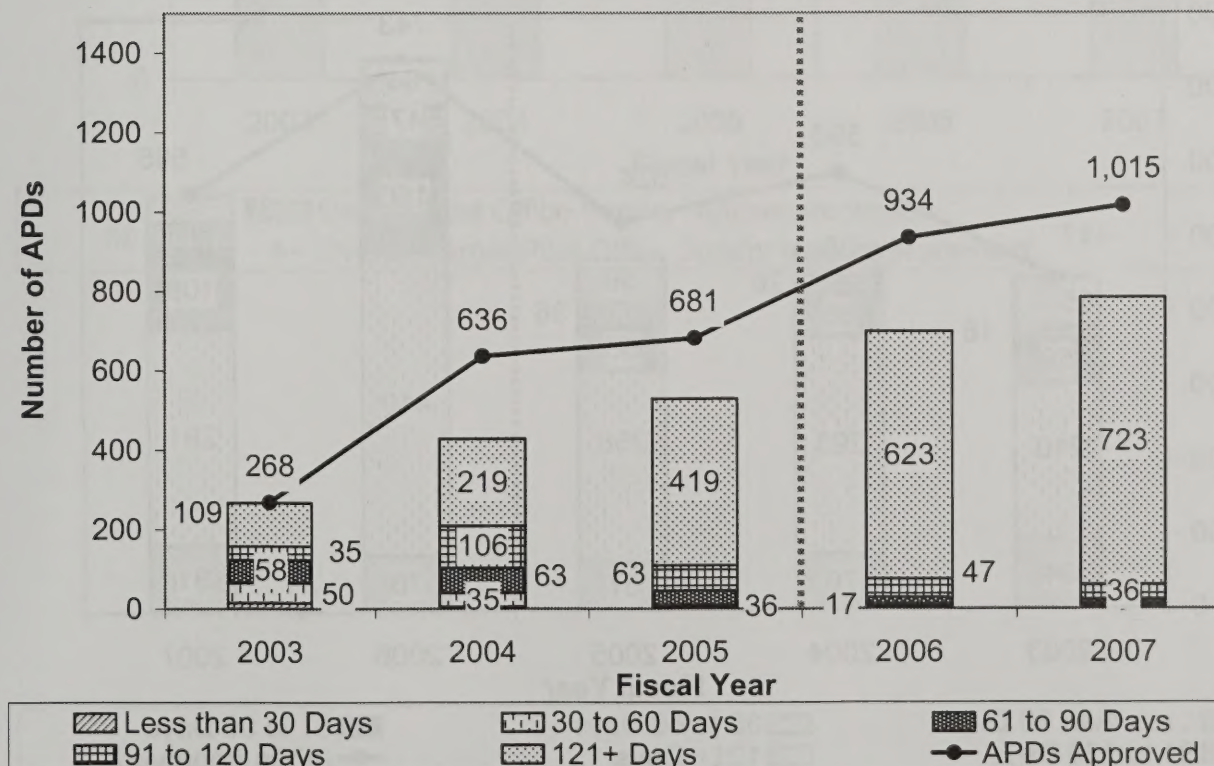


Figure 8-63. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Farmington Pilot Office

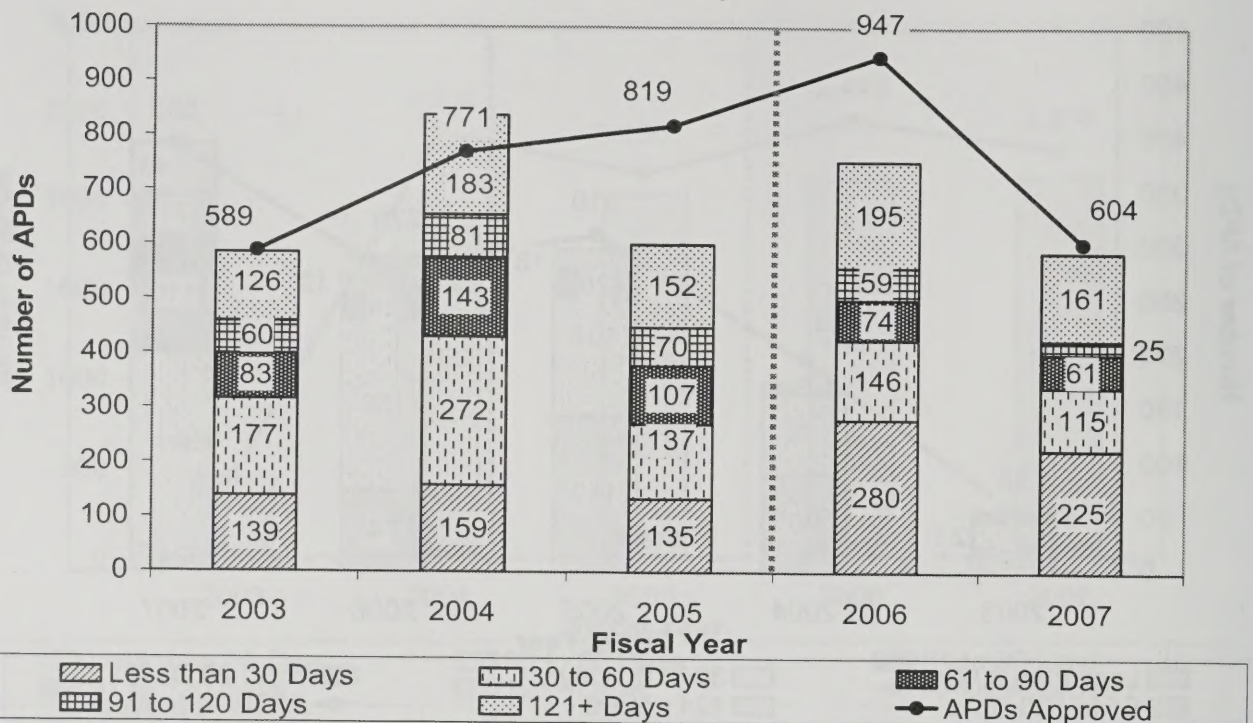
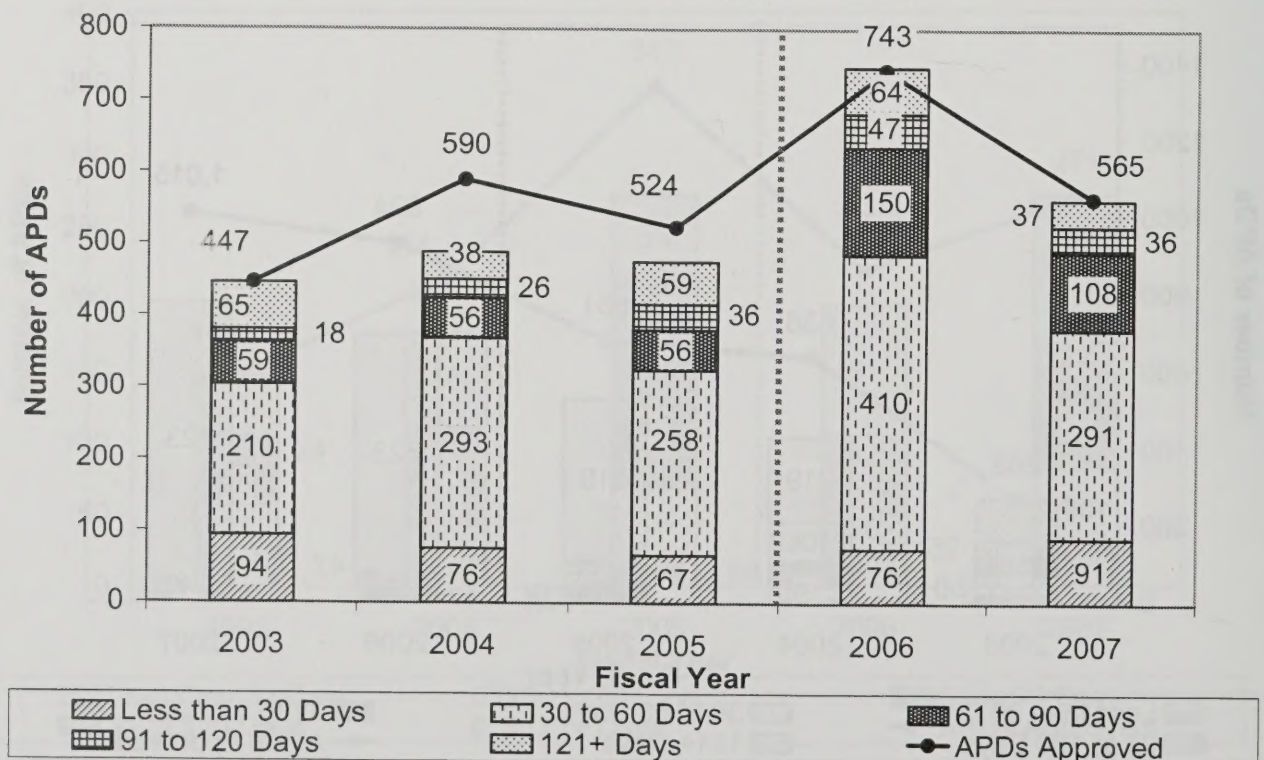


Figure 8-64. Total APDs Approved within 30, 60, 90, 120, and 120+ Days for the Carlsbad Pilot Office



Overall Observations

Figure 8-65 depicts the actual sundry notices processed showing a steady increase over the 5-year period and peaking at 26,400 sundry notices in FY07. Sundry notices have consistently outperformed targets each year.

Miles City and Glenwood Springs are the only field offices where actual sundries processed have fallen short of targets, even though they show slight increases in FY07 from FY06.

Notes for the following 8 figures:

Source – AFMSS

% figures indicates proportion of actual pilot office sundry notices processed as a % of target pilot office sundry notices

Figure 8-65. Total Sundry Notices Processed for All Pilot Offices (Actuals vs. Targets)

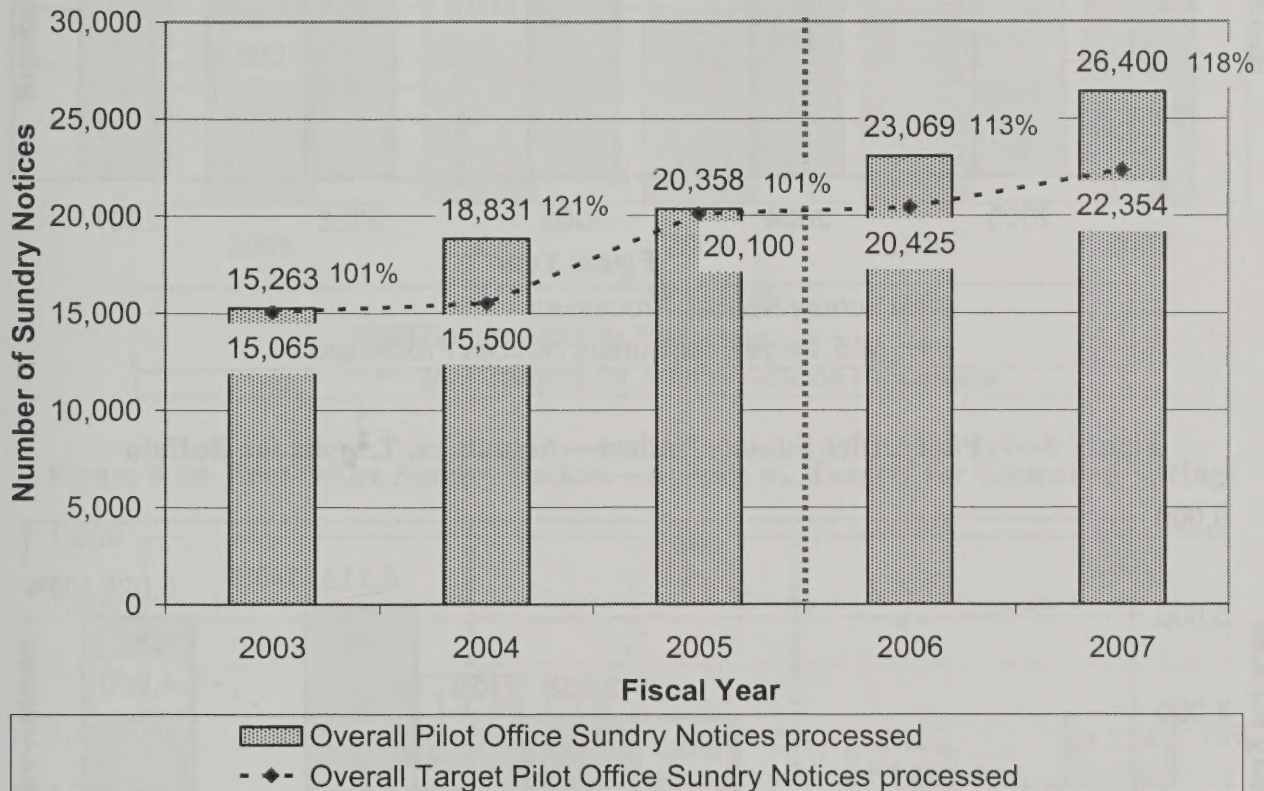


Figure 8-66. Pilot Office Sundry Notices—Actuals vs. Targets for Miles City

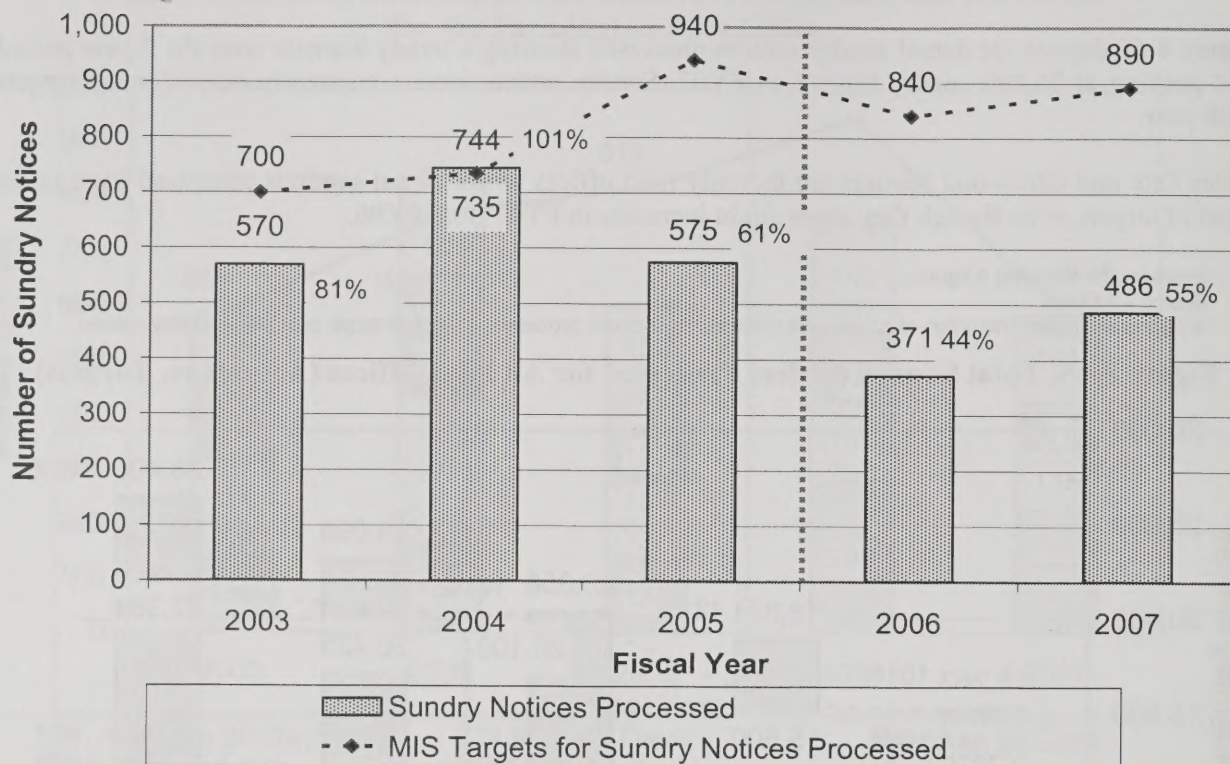


Figure 8-67. Pilot Office Sundry Notices—Actuals vs. Targets for Buffalo

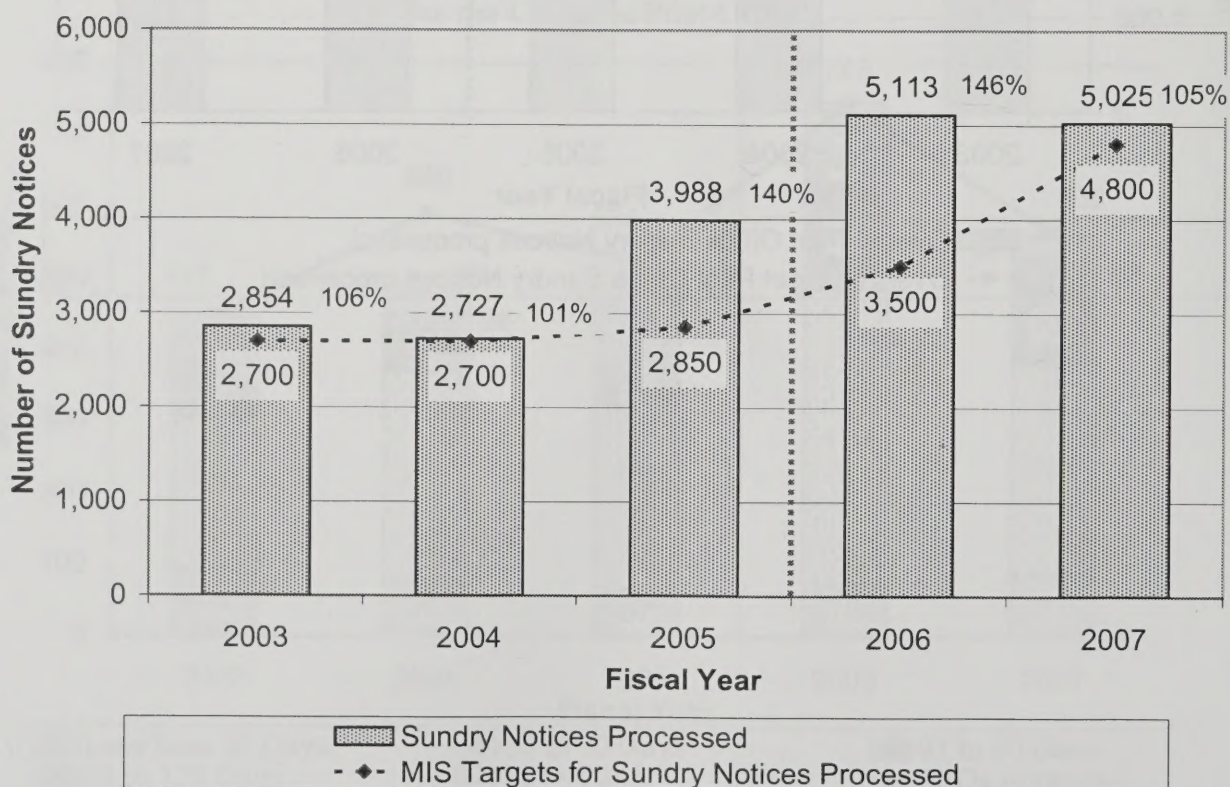


Figure 8-68. Pilot Office Sundry Notices—Actuals vs. Targets for Rawlins

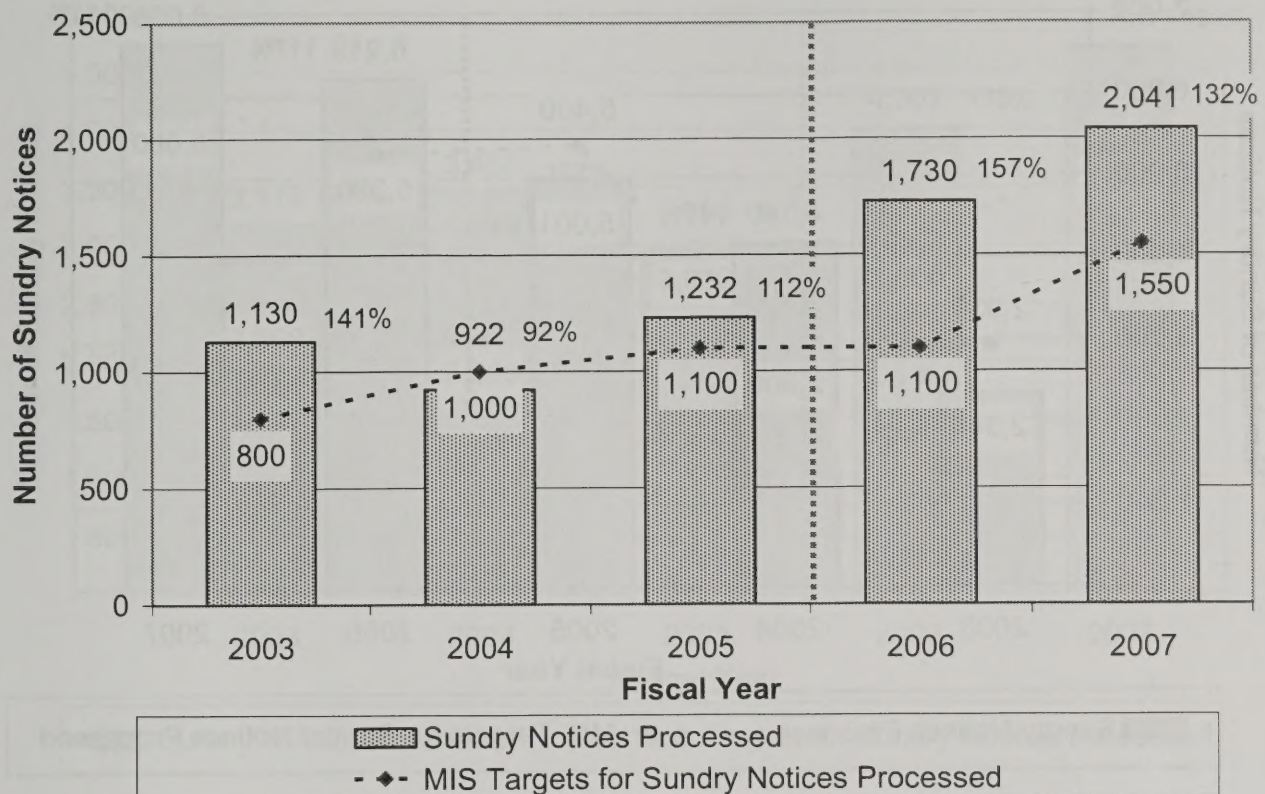


Figure 8-69. Pilot Office Sundry Notices—Actuals vs. Targets for Glenwood Springs

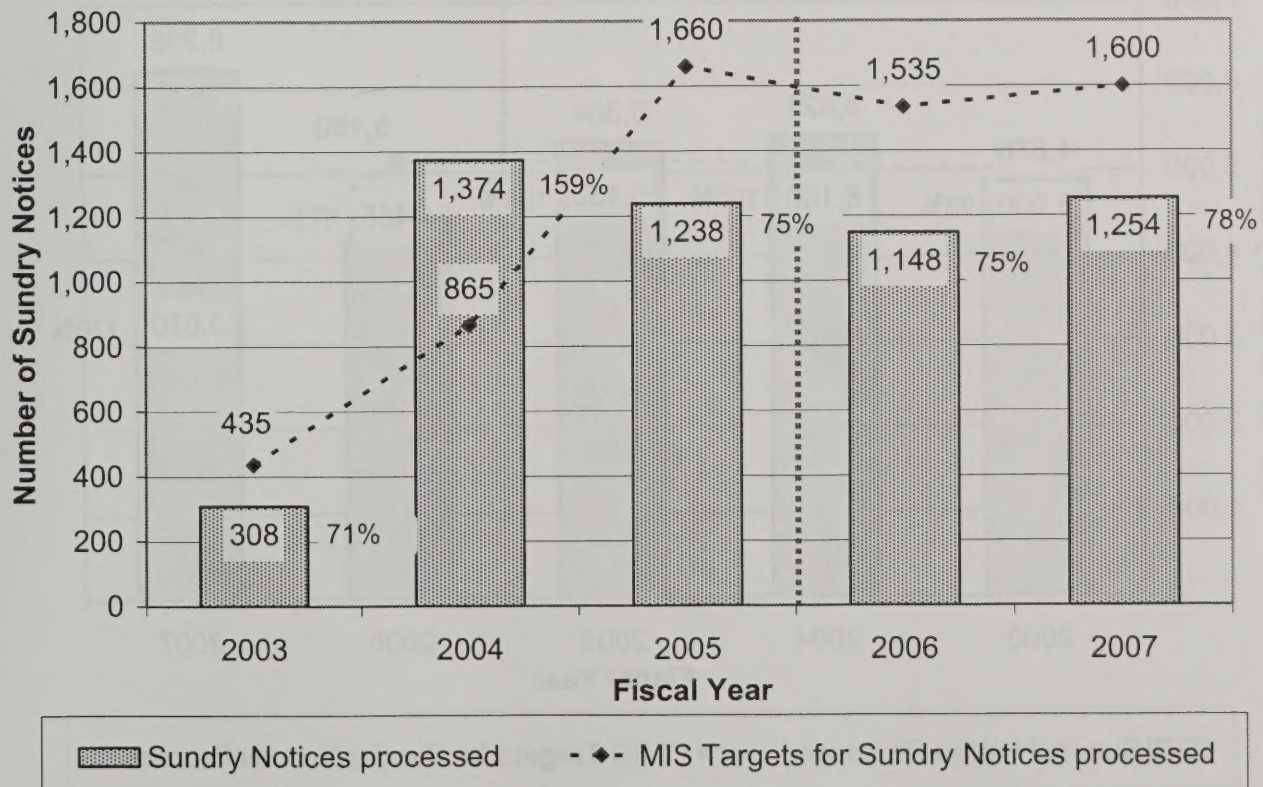


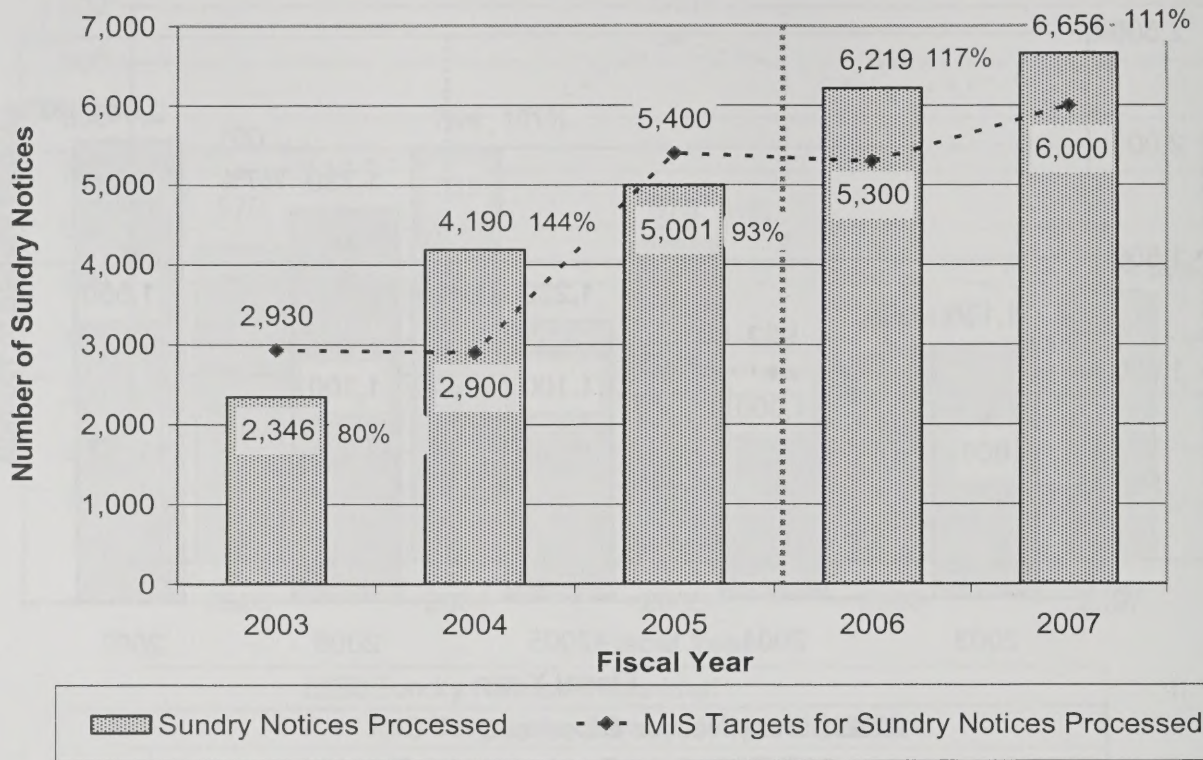
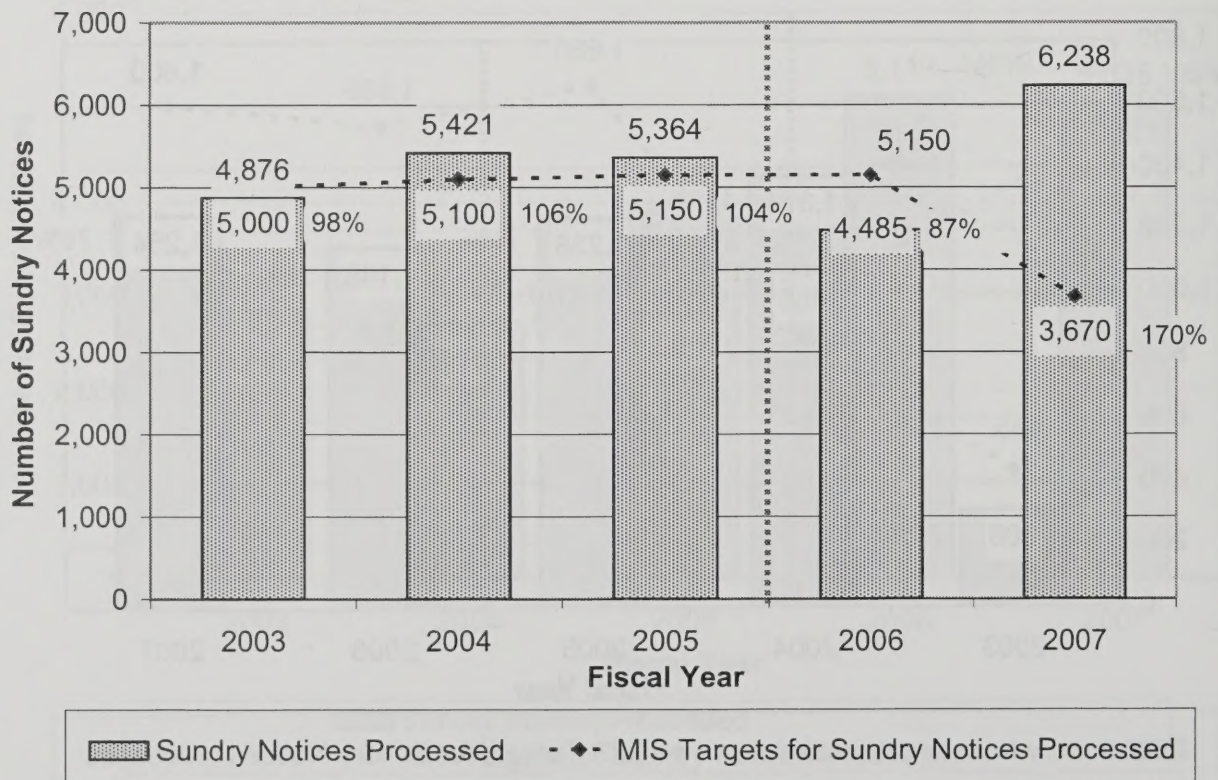
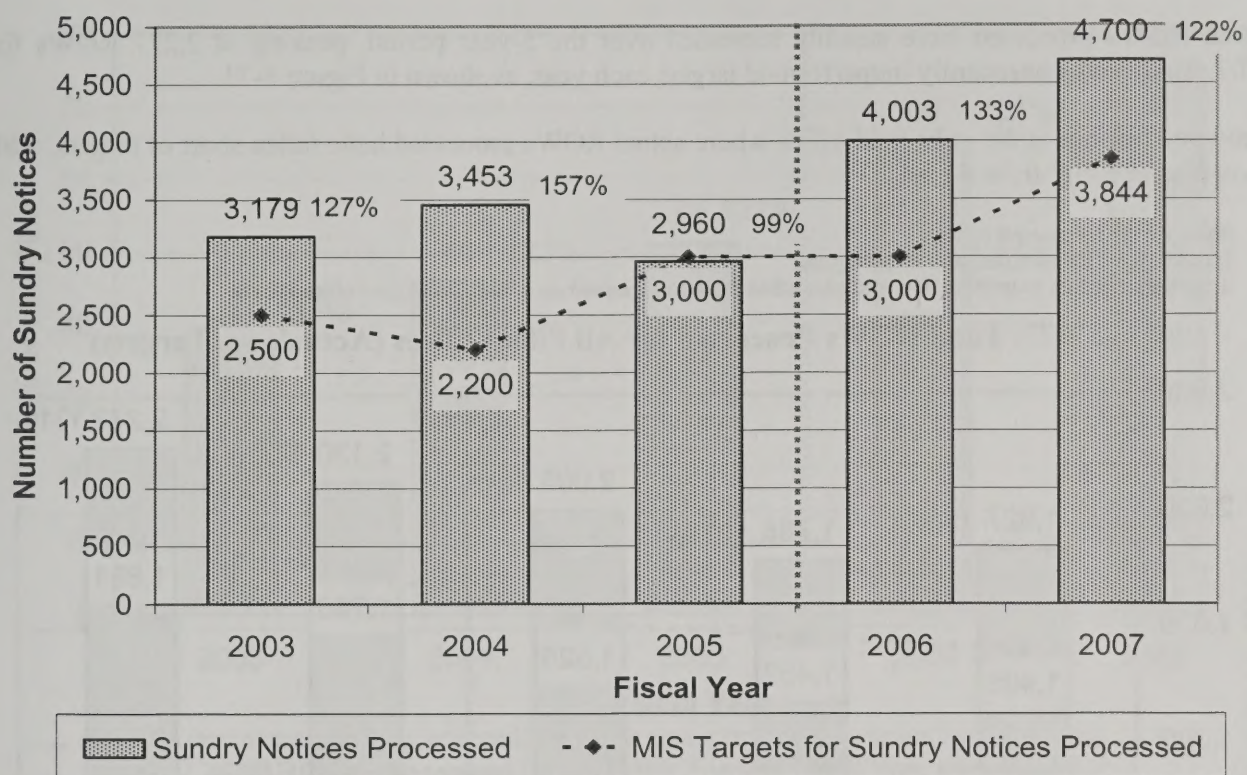
Figure 8-70. Pilot Office Sundry Notices—Actuals vs. Targets for Vernal**Figure 8-71. Pilot Office Sundry Notices—Actuals vs. Targets for Farmington**

Figure 8-72. Pilot Office Sundry Notices—Actuals vs. Targets for Carlsbad



Overall Observations

Actual ROWs processed have steadily increased over the 5-year period, peaking at 2,277 ROWs for FY07. They have consistently outperformed targets each year, as shown in Figure 8-73.

Glenwood Springs is the only field office where actual ROWs processed have fallen short of targets, with a decrease in FY07 from FY06.

Notes for the following 8 figures:

Source – LR2000 (actuals) and MIS (targets)

% figures indicates proportion of actual pilot office ROWs processed as a % of target pilot office ROWs

Figure 8-73. Total ROWs Processed for All Pilot Offices (Actuals vs. Targets)

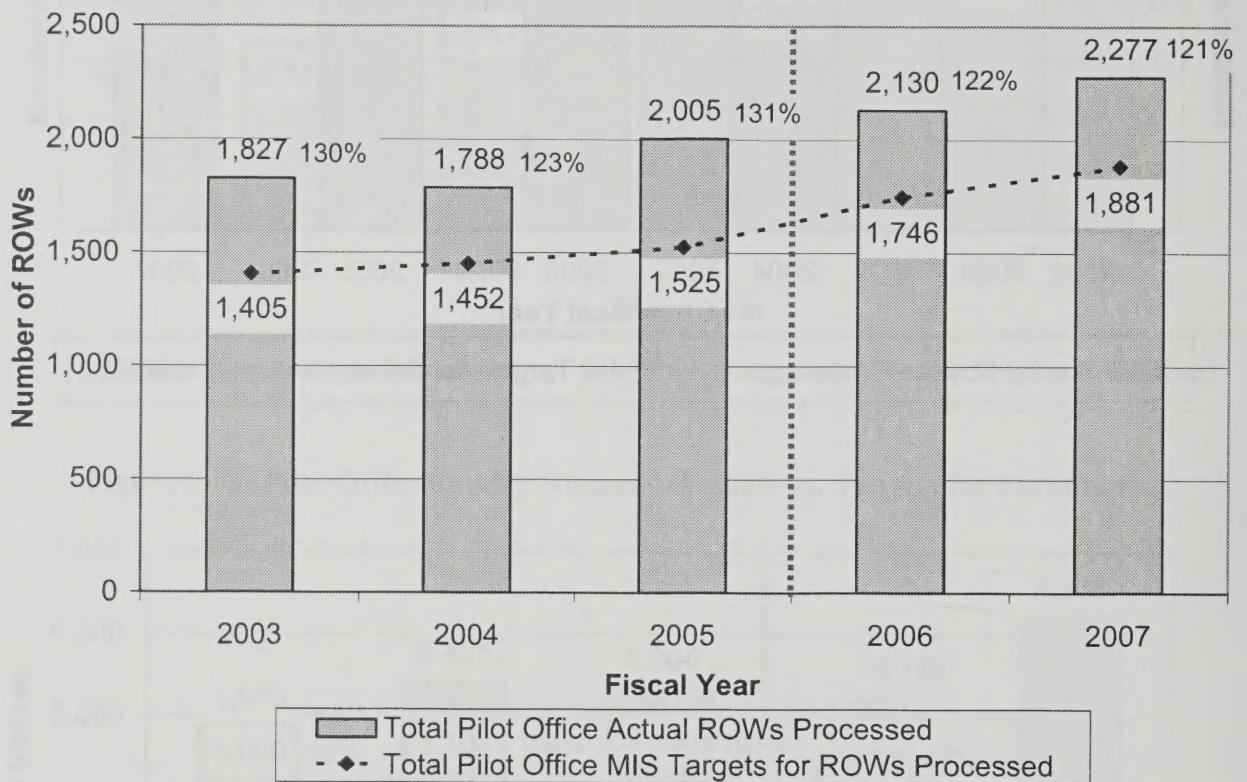


Figure 8-74. Pilot Office ROWs Processed—Actuals vs. Targets for Miles City

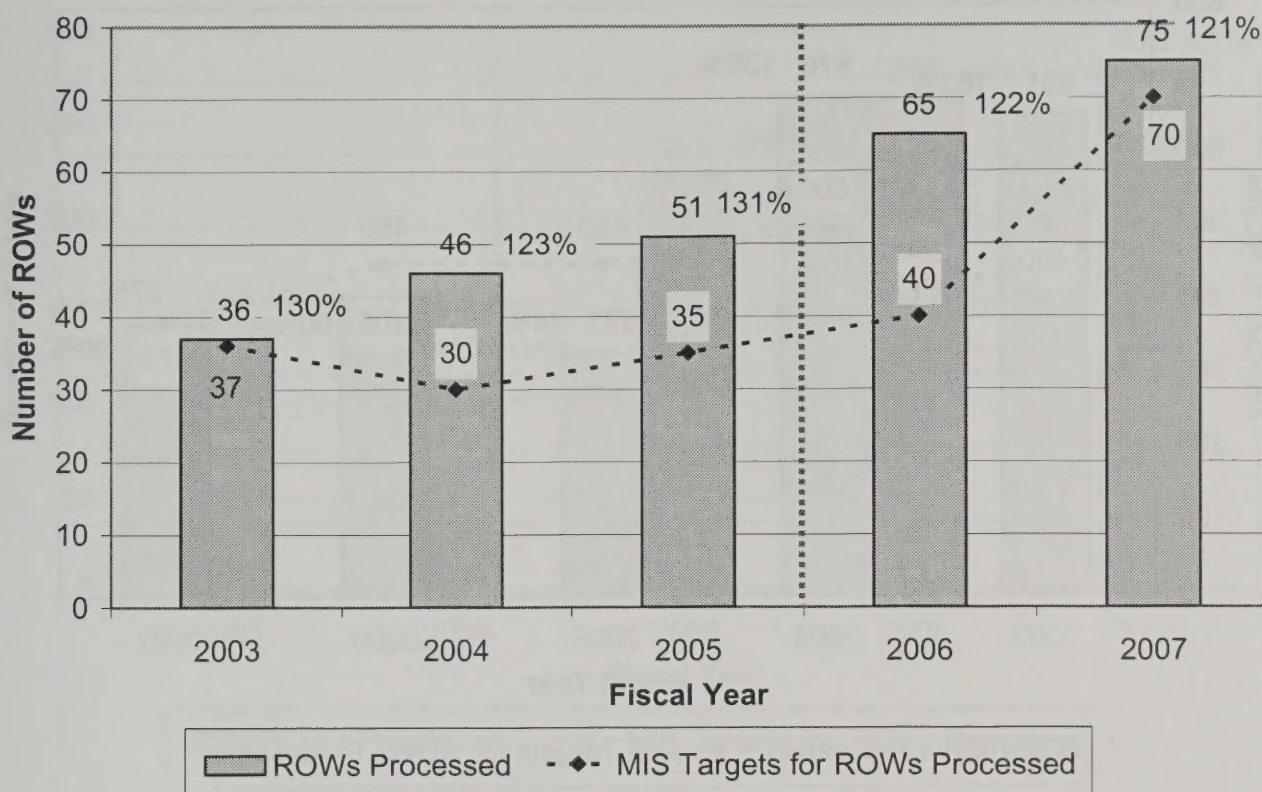


Figure 8-75. Pilot Office ROWs Processed—Actuals vs. Targets for Buffalo

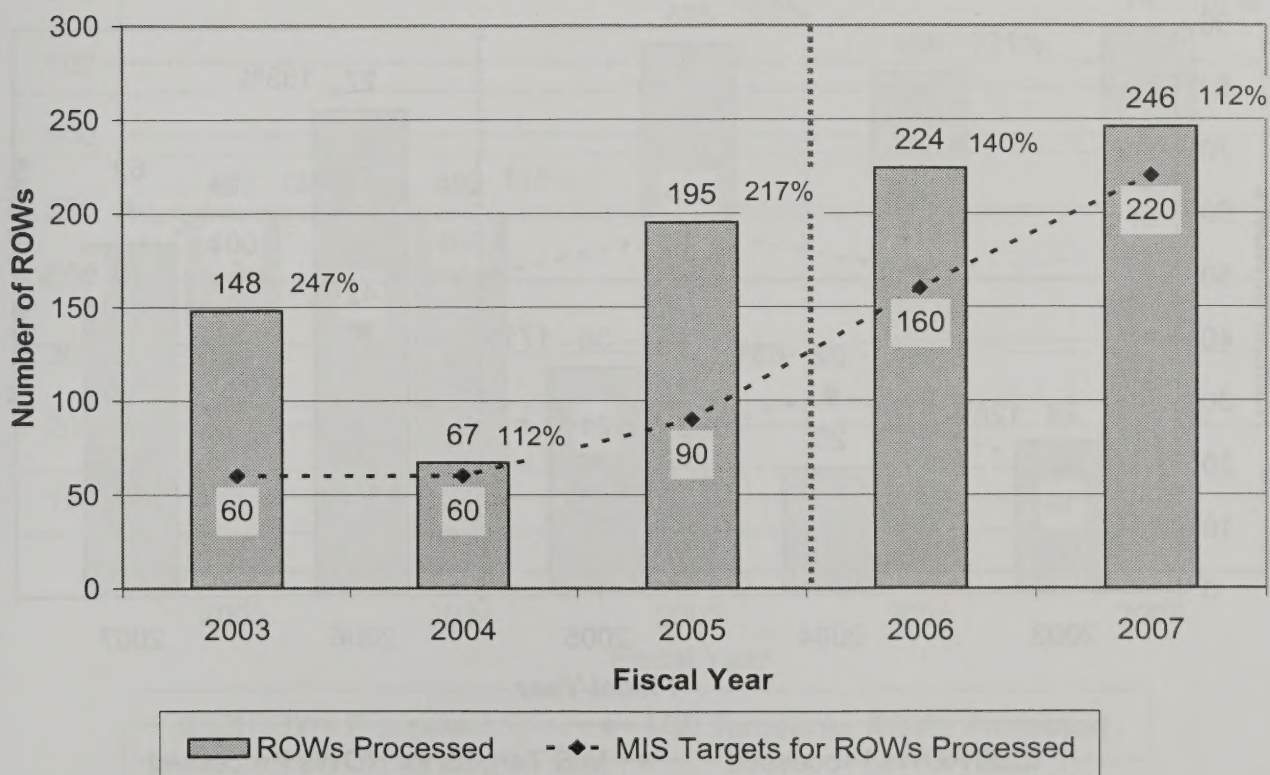


Figure 8-76. Pilot Office ROWs Processed—Actuals vs. Targets for Rawlins

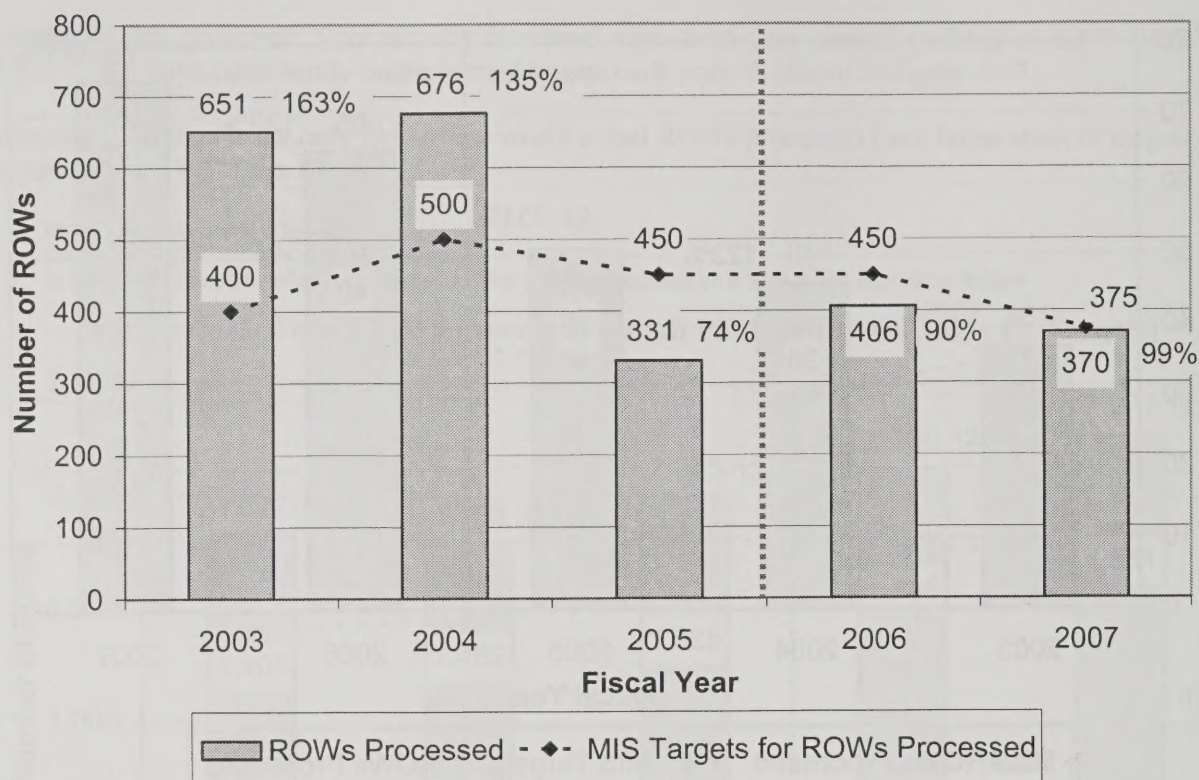


Figure 8-77. Pilot Office ROWs Processed—Actuals vs. Targets for Glenwood Springs

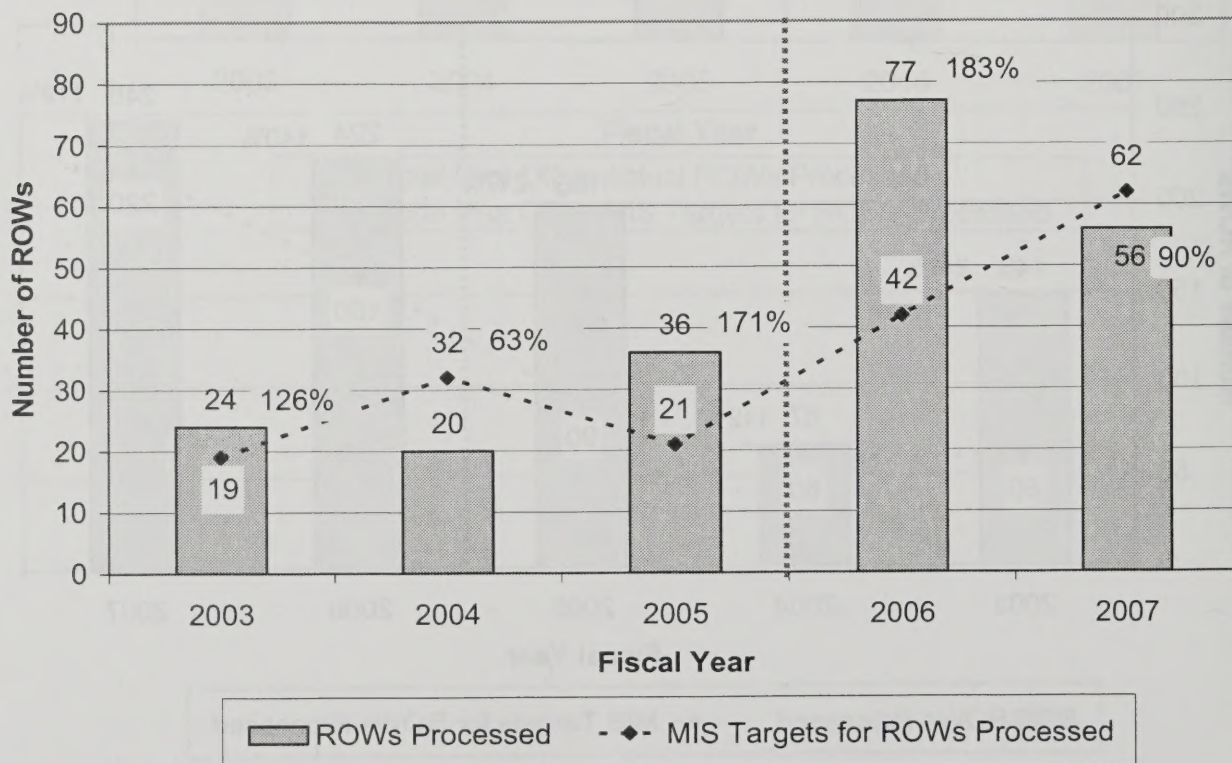


Figure 8-78. Pilot Office ROWs Processed—Actuals vs. Targets for Vernal

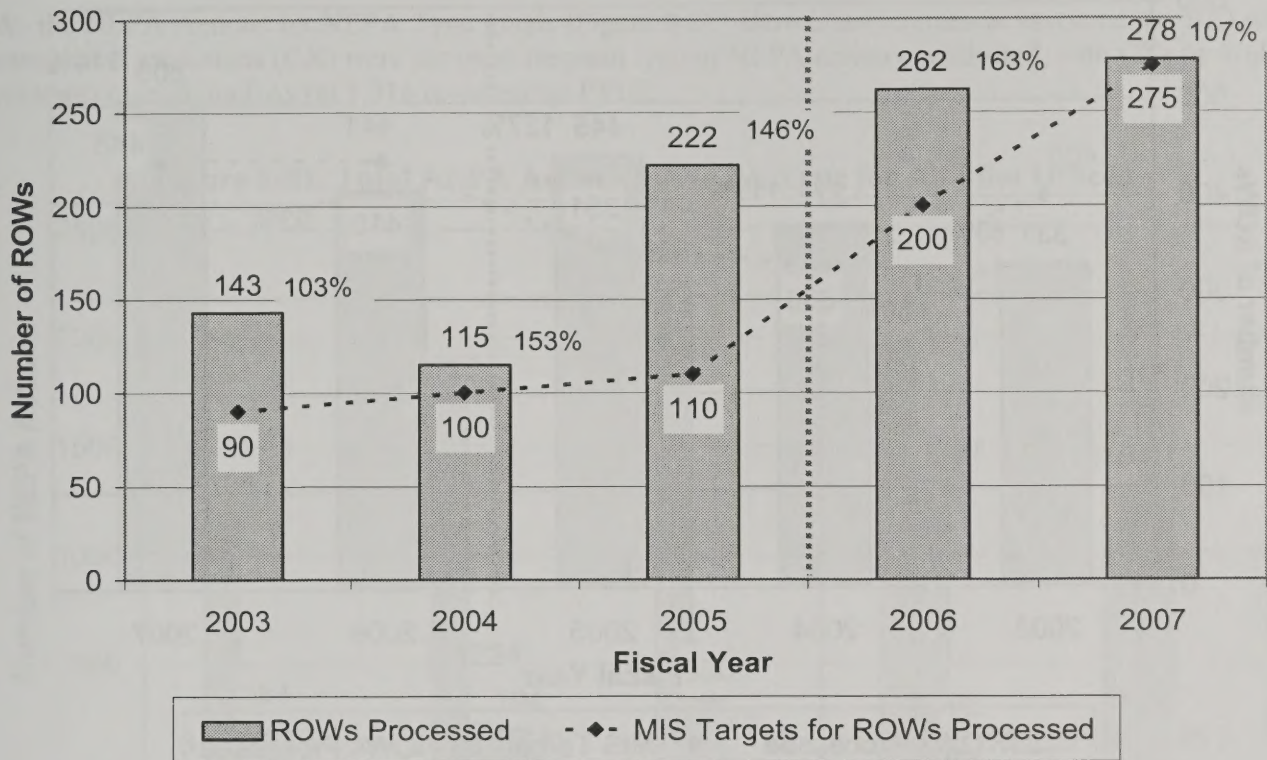


Figure 8-79. Pilot Office ROWs Processed—Actuals vs. Targets for Farmington

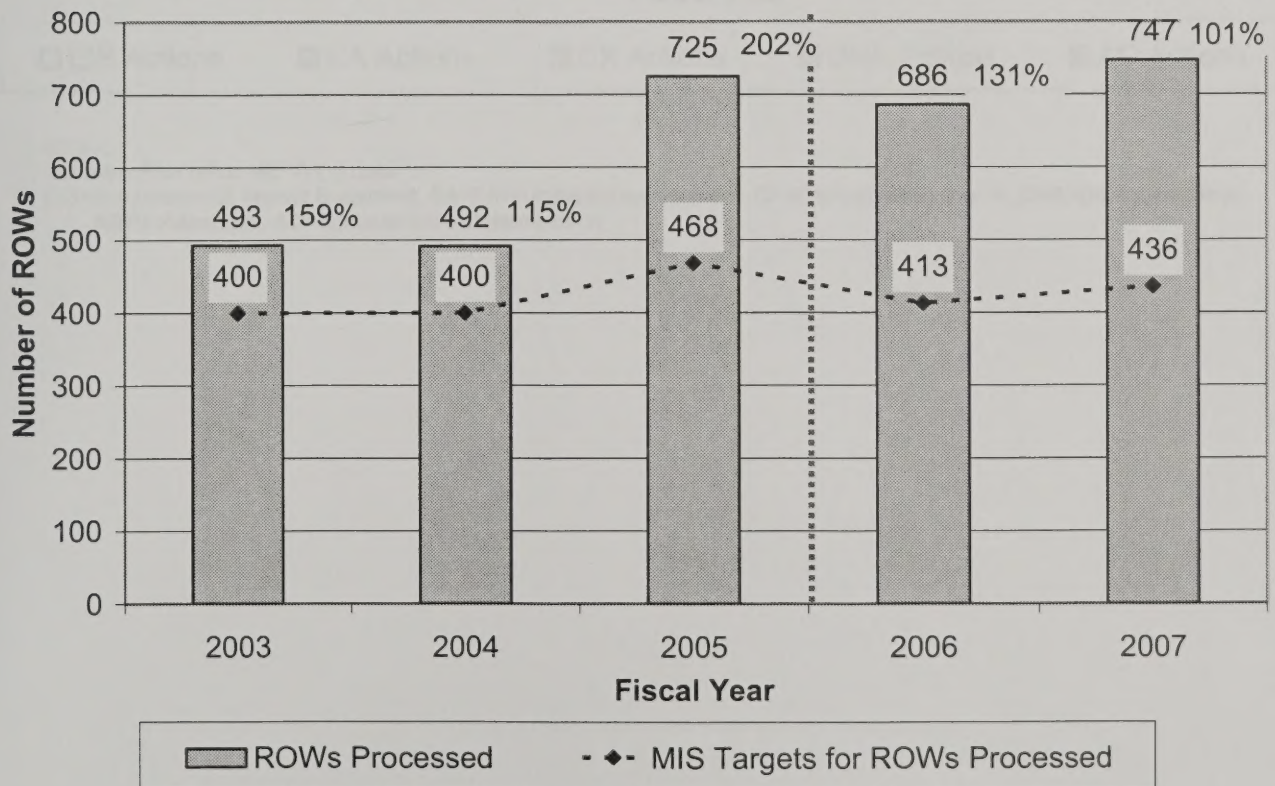
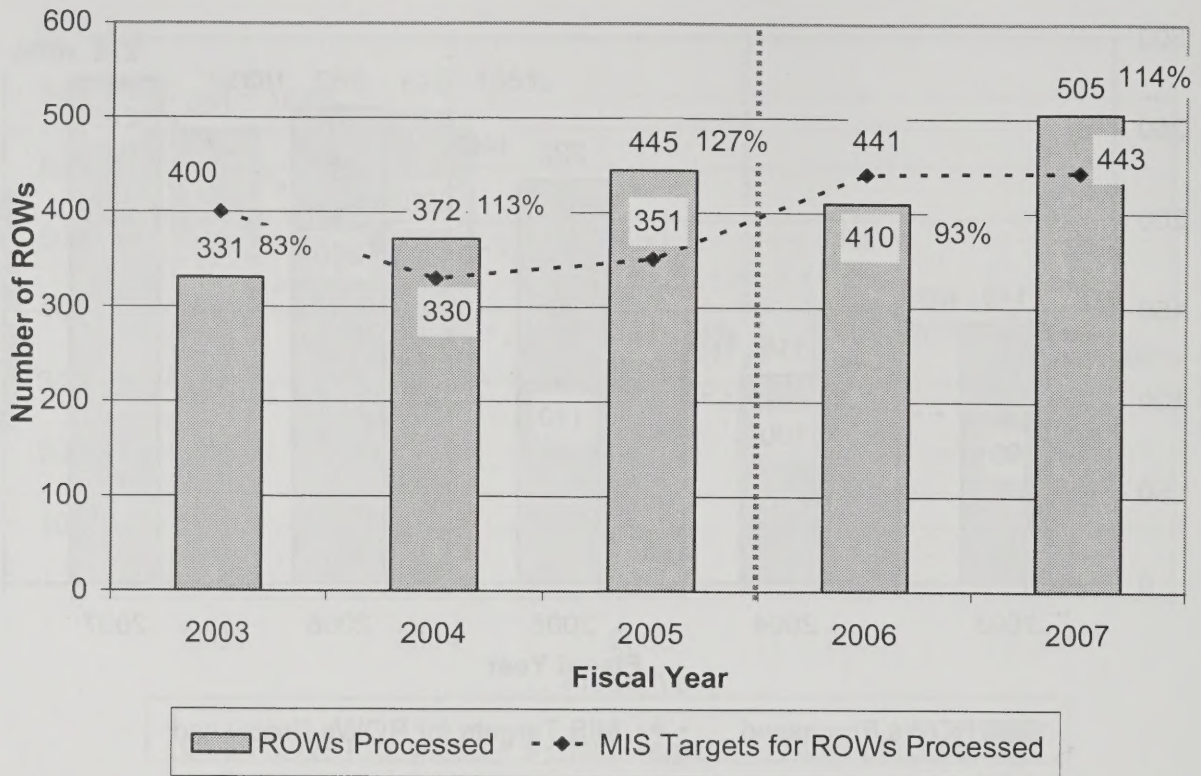


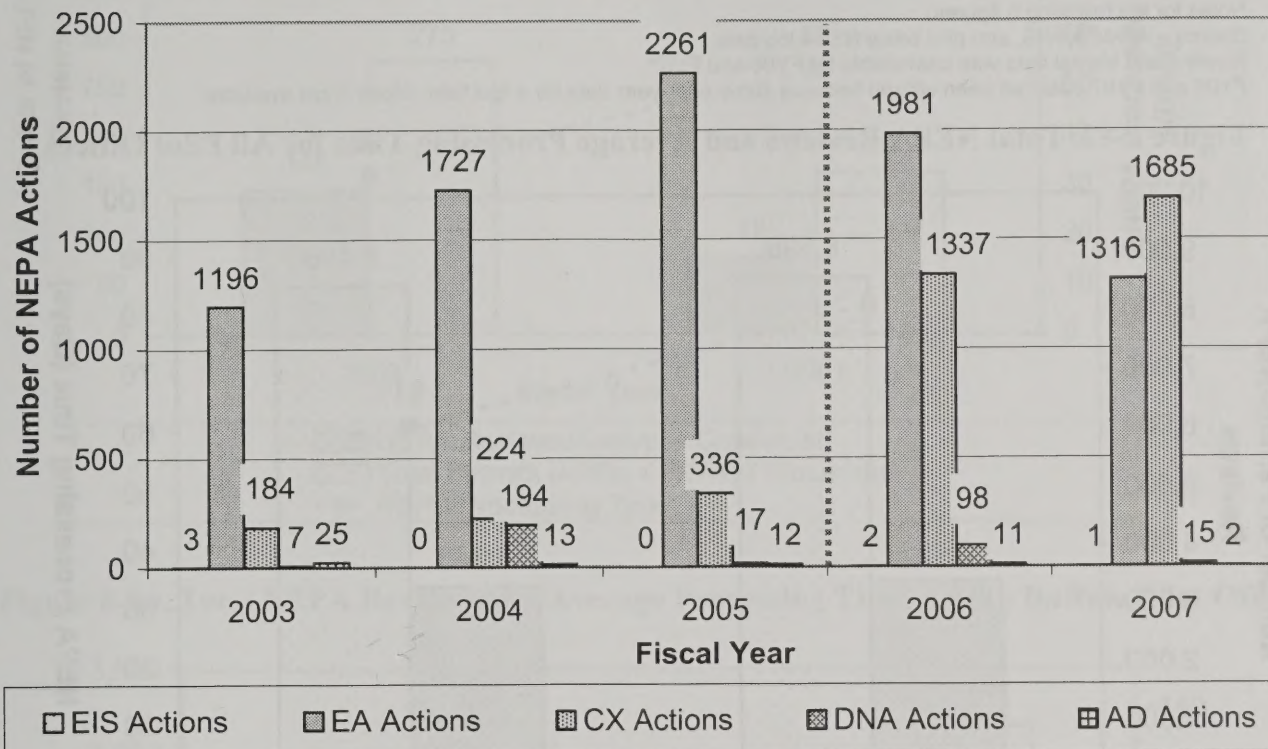
Figure 8-80. Pilot Office ROWs Processed—Actuals vs. Targets for Carlsbad



Overall Observations

As the NEPA Actions by NEPA Type graph (Figure 8-81) shows, environmental assessments (EA) and categorical exclusions (CX) were the most frequent type of NEPA reviews conducted, with CXs (at 1,685 reviews) overtaking EAs (at 1,316 reviews) for FY07.

Figure 8-81. Total NEPA Actions by NEPA Type for All Pilot Offices



Notes:

Source – Pilot office NEPA log data

EIS=Environmental Impact Statement, EA=Environmental Assessment, CX=Categorical Exclusion, DNA=Determination of NEPA Adequacy, AD=Administrative Determination

Overall Observations

Figure 8-82 shows the overall number of NEPA reviews has decreased marginally from 3,403 reviews in FY06 to 3,348 reviews in FY07. Yet, the average NEPA processing time shows a 25 percent decrease from 81 days in FY06 to 61 days in FY07. Glenwood Springs has shown the biggest drop in processing time from 63 days in FY06 to 39 days in FY07. Glenwood Springs is the only pilot office showing an increase in the number of NEPA reviews for FY07.

Notes for the following 6 figures:

Source – AFMSS, MIS, and pilot office NEPA log data

Rawlins and Vernal data was unavailable for FY06 and FY07

FY06 and FY07 data has been utilized because some prior-year data for a few field offices is not available

Figure 8-82. Total NEPA Reviews and Average Processing Time for All Pilot Offices

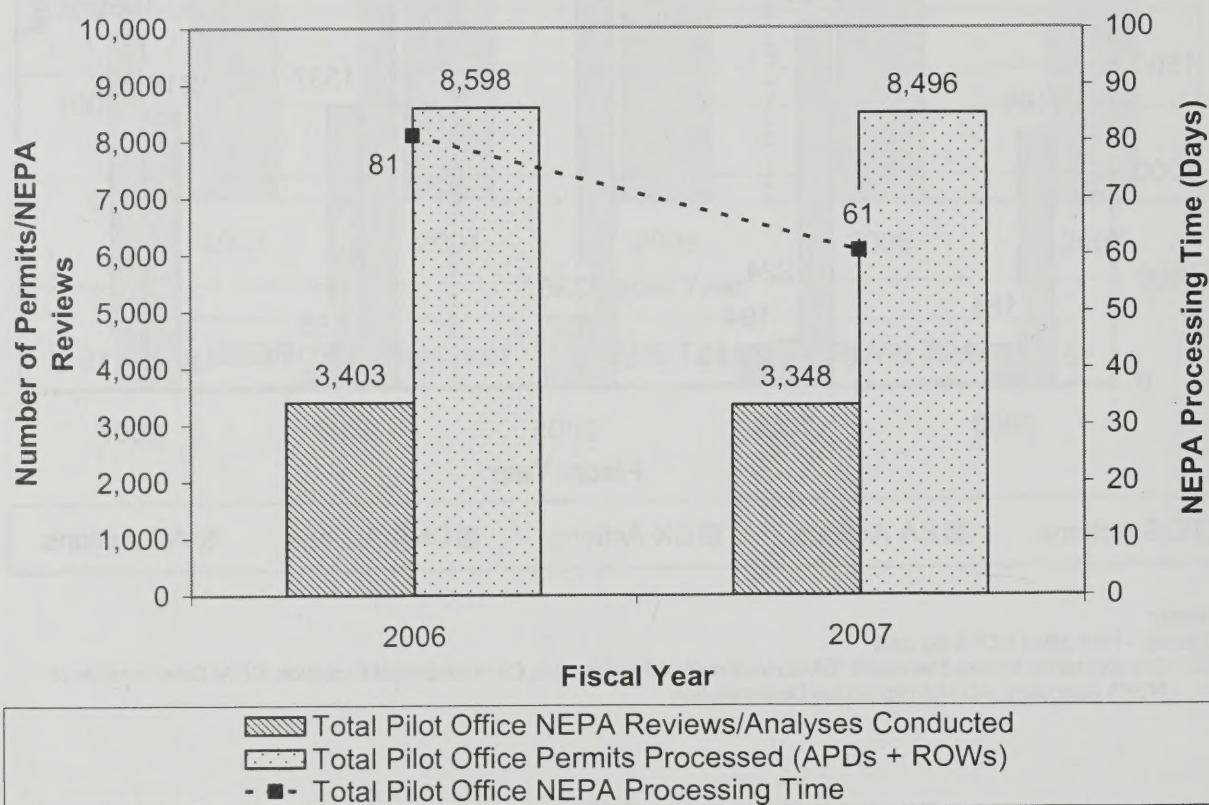


Figure 8-83. Total NEPA Reviews and Average Processing Time for the Miles City Pilot Office

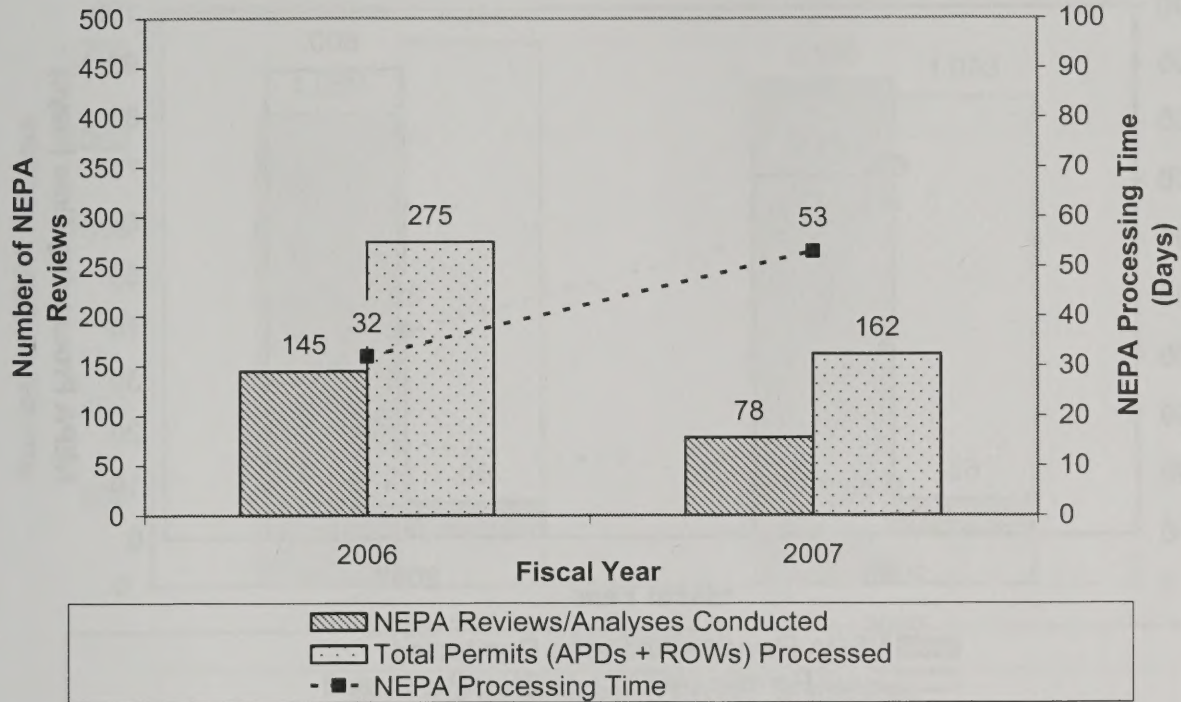


Figure 8-84. Total NEPA Reviews and Average Processing Time for the Buffalo Pilot Office

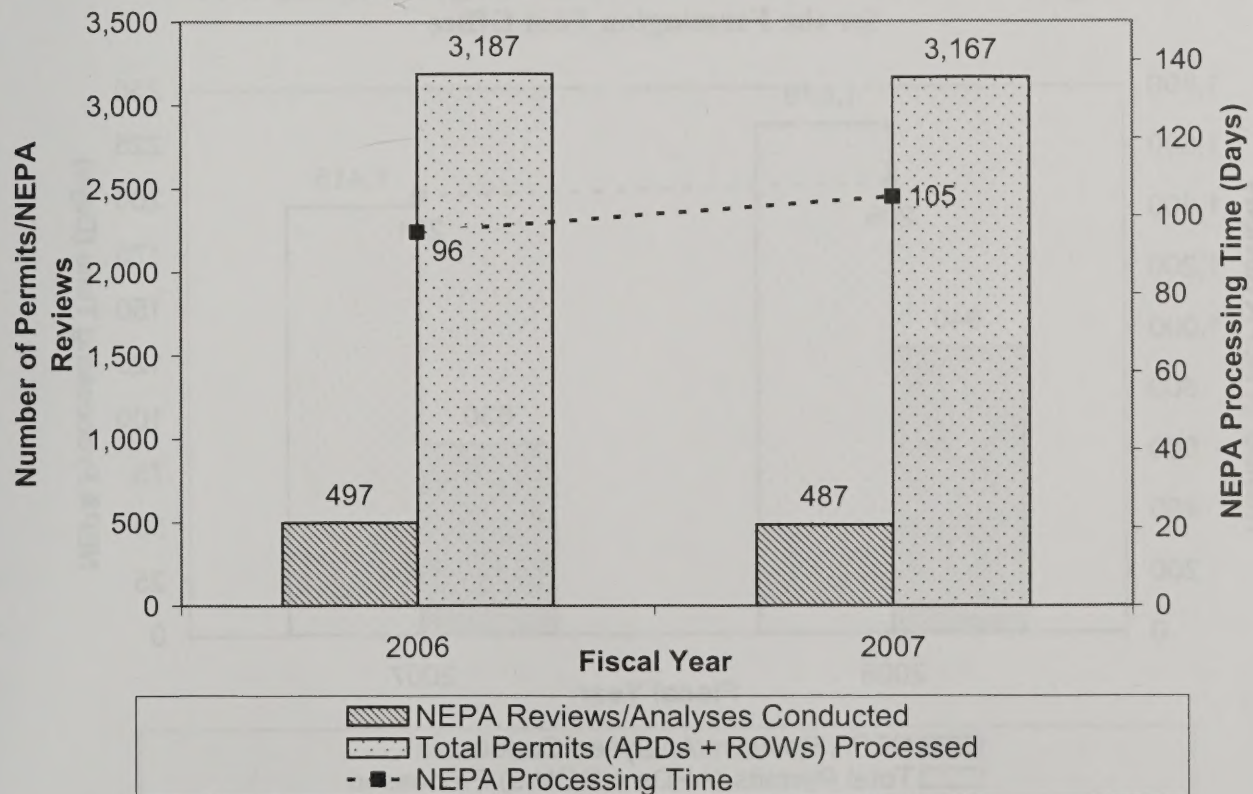


Figure 8-85. Total NEPA Reviews and Average Processing Time for the Glenwood Springs Pilot Office

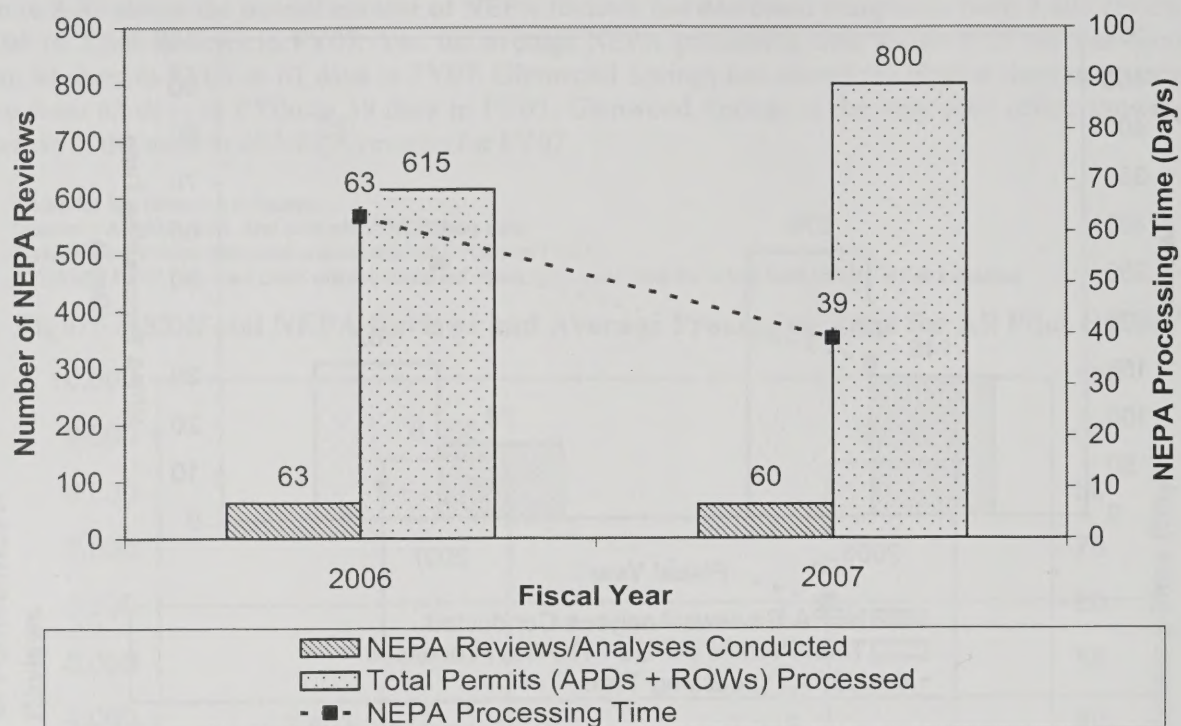


Figure 8-86. Total NEPA Reviews and Average Processing Time for the Farmington Pilot Office

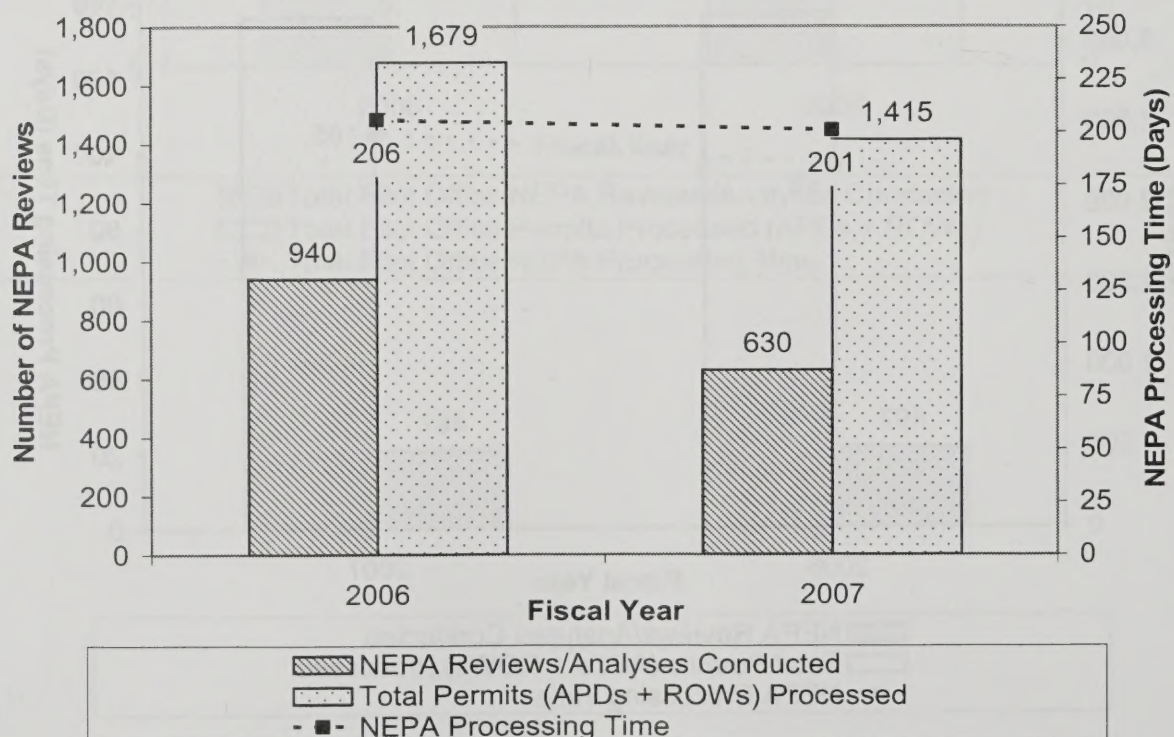
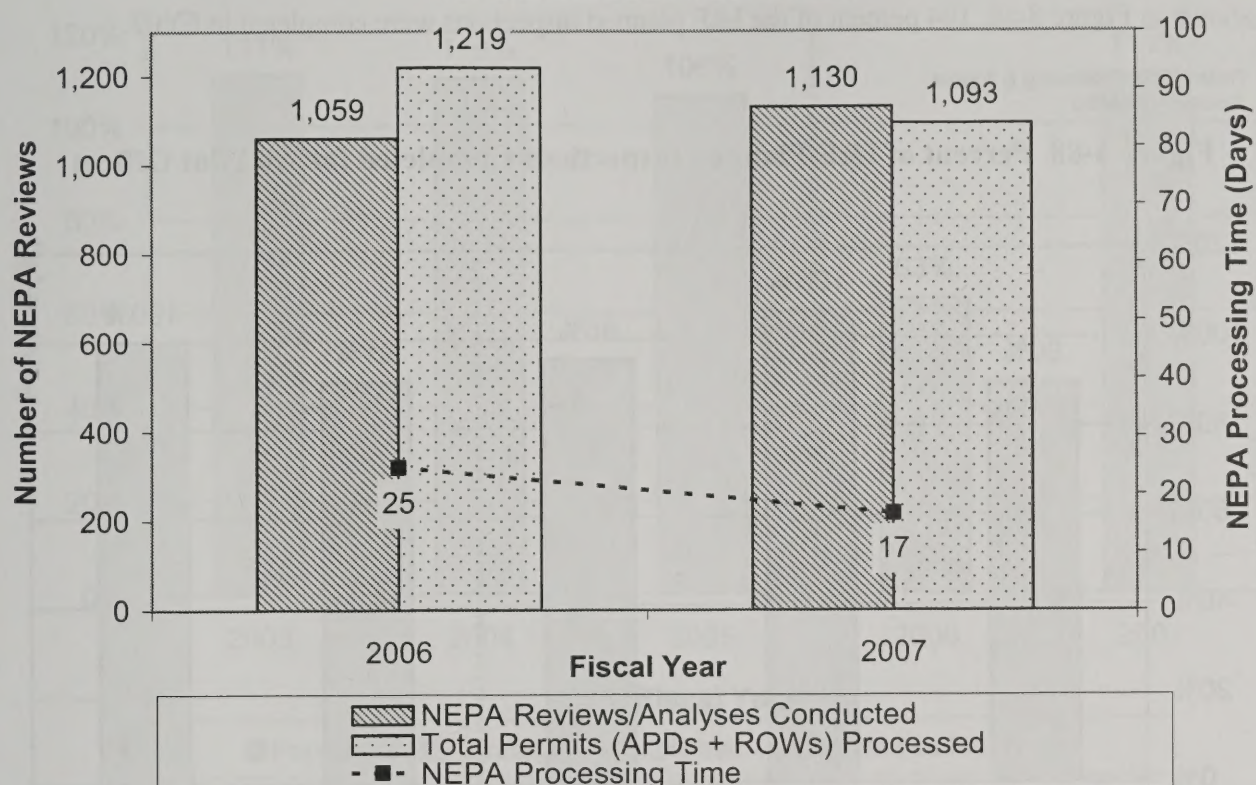


Figure 8-87. Total NEPA Reviews and Average Processing Time for the Carlsbad Pilot Office



Overall Observations

As shown in Figure 8-88, 104 percent of the I&E planned inspections were completed in FY07.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-88. Percent of I&E Planned Inspections Completed for All Pilot Offices

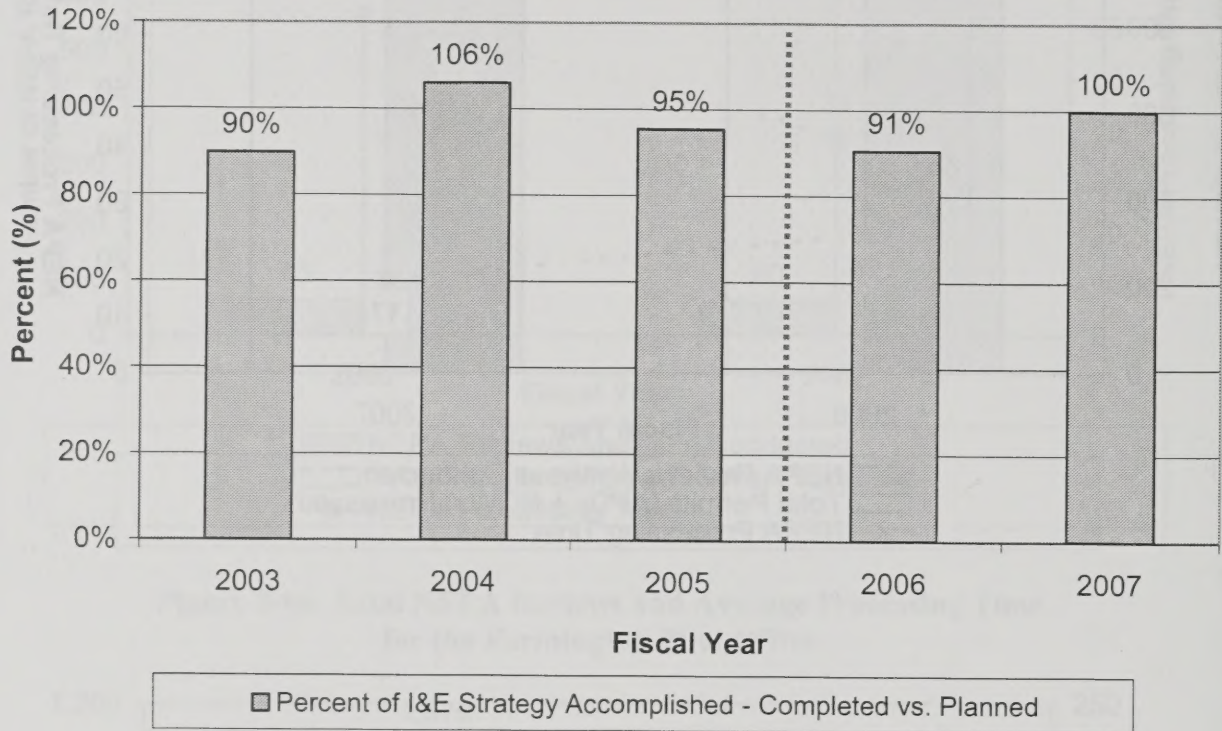


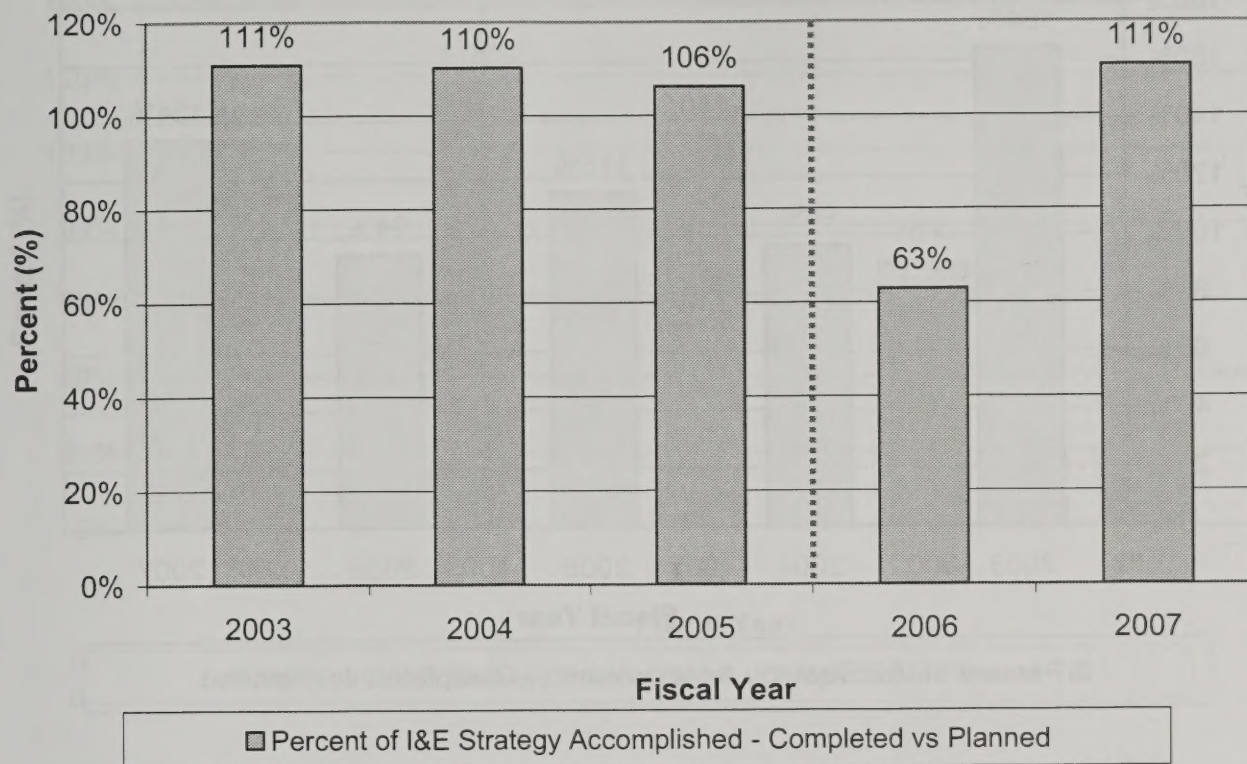
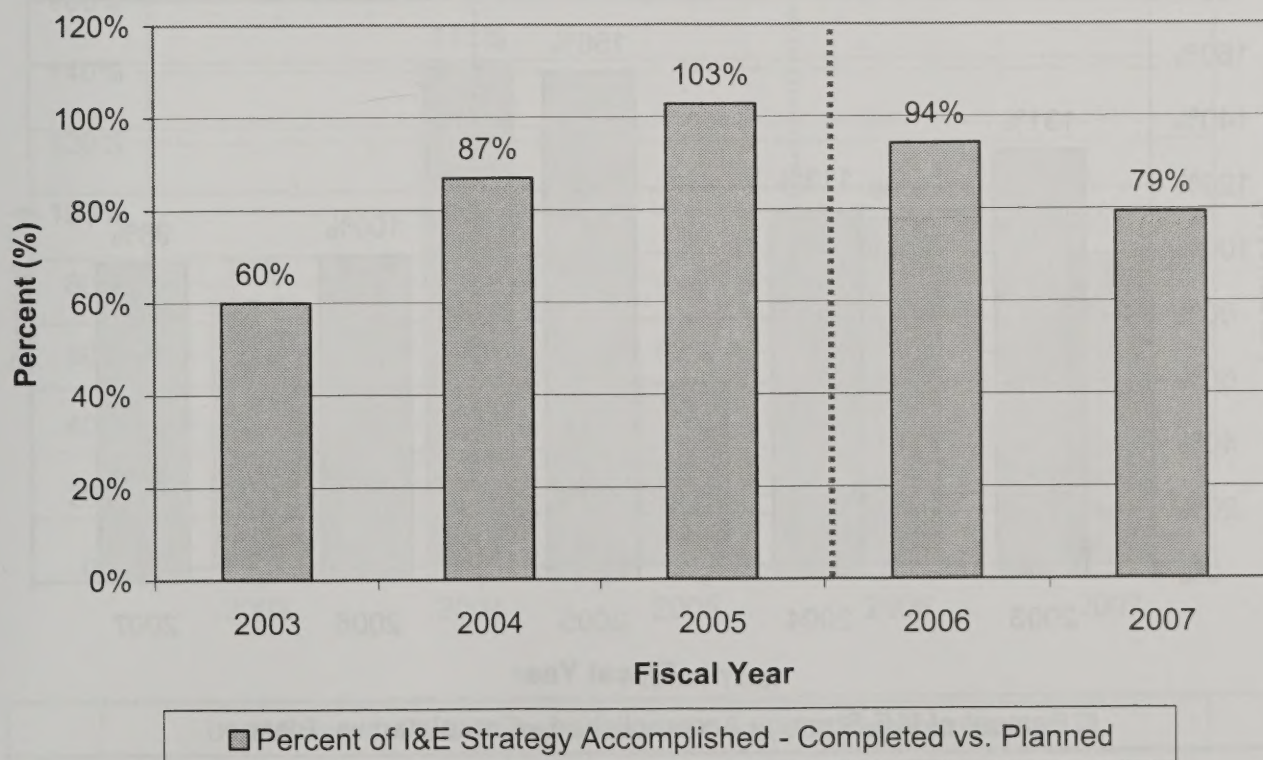
Figure 8-89. Percent of I&E Planned Inspections Completed for the Miles City Pilot Office**Figure 8-90. Percent of I&E Planned Inspections Completed for the Buffalo Pilot Office**

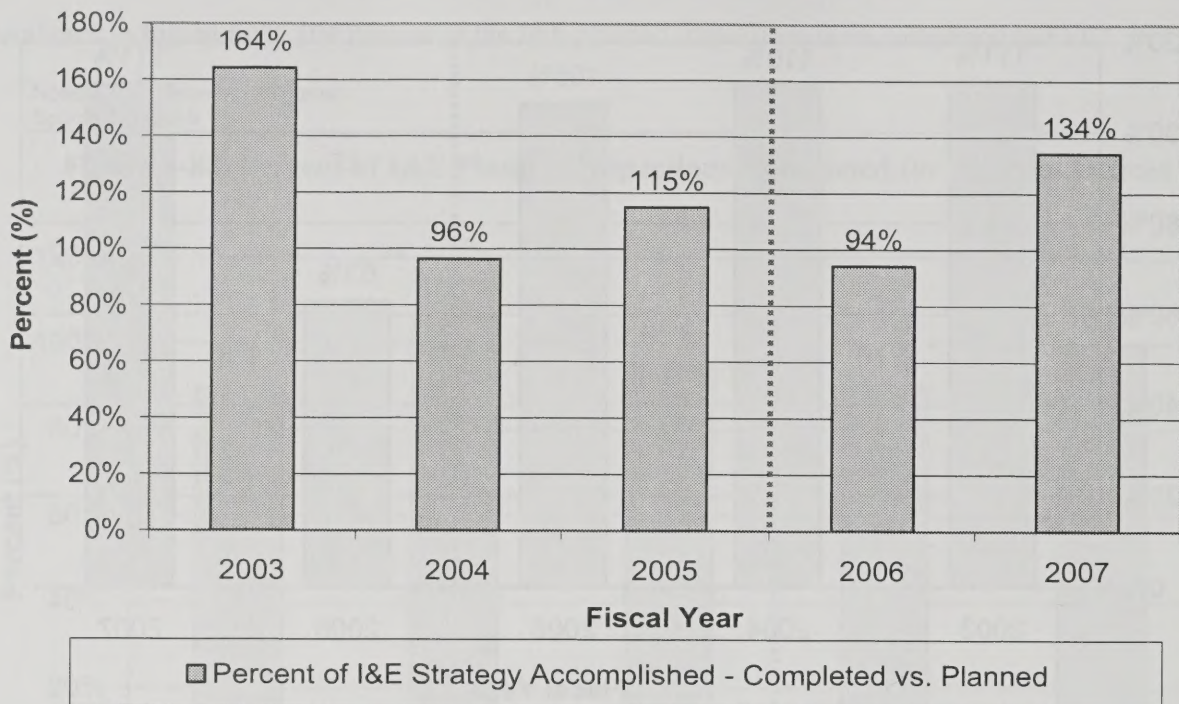
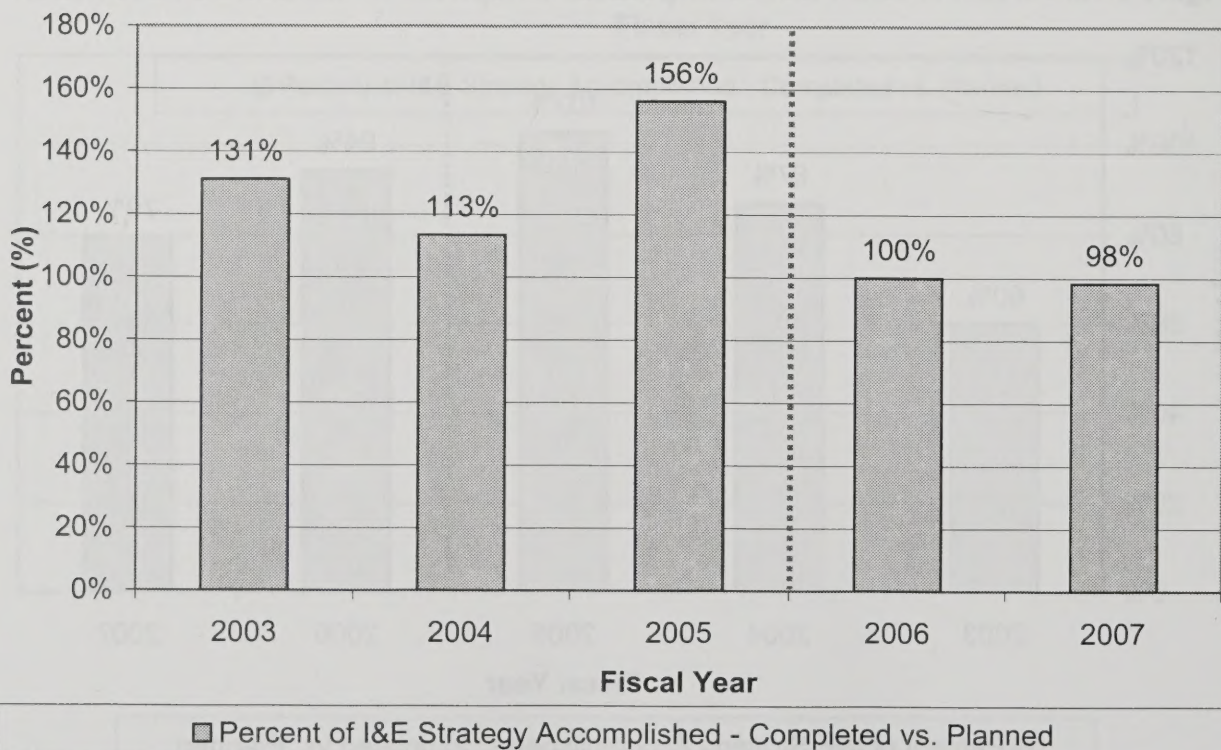
Figure 8-91. Percent of I&E Planned Inspections Completed for the Rawlins Pilot Office**Figure 8-92. Percent of I&E Planned Inspections Completed for the Glenwood Springs Pilot Office**

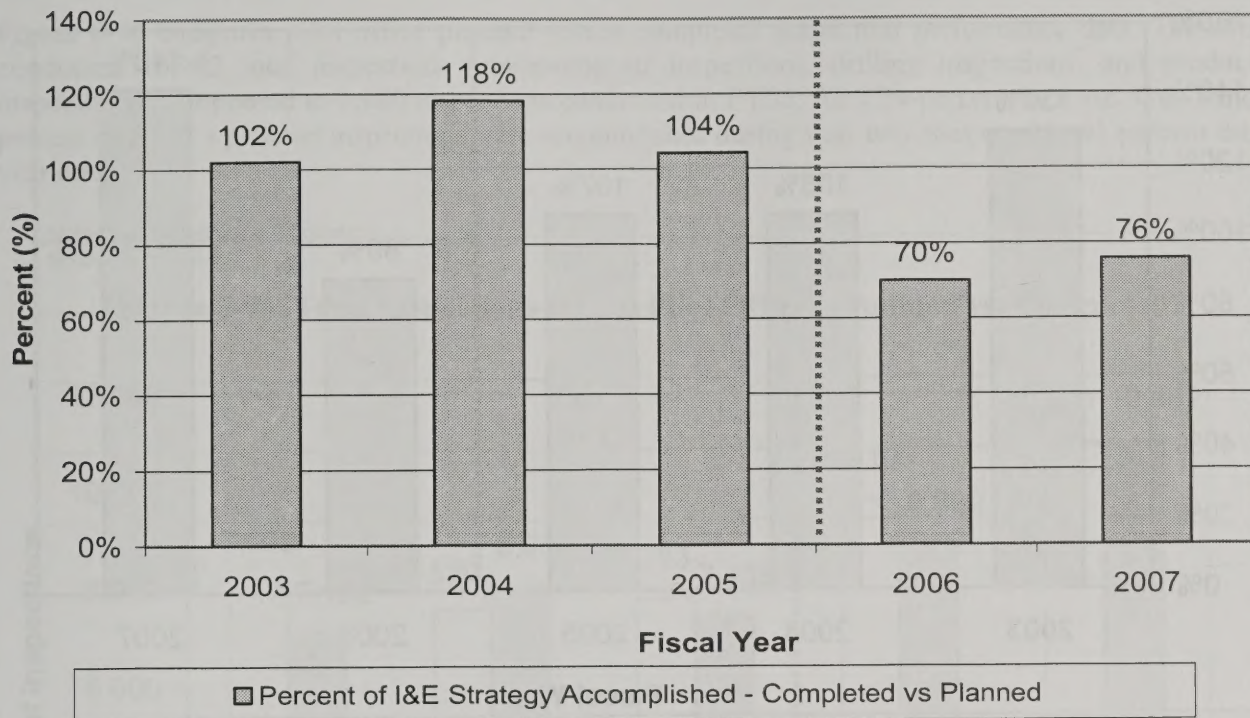
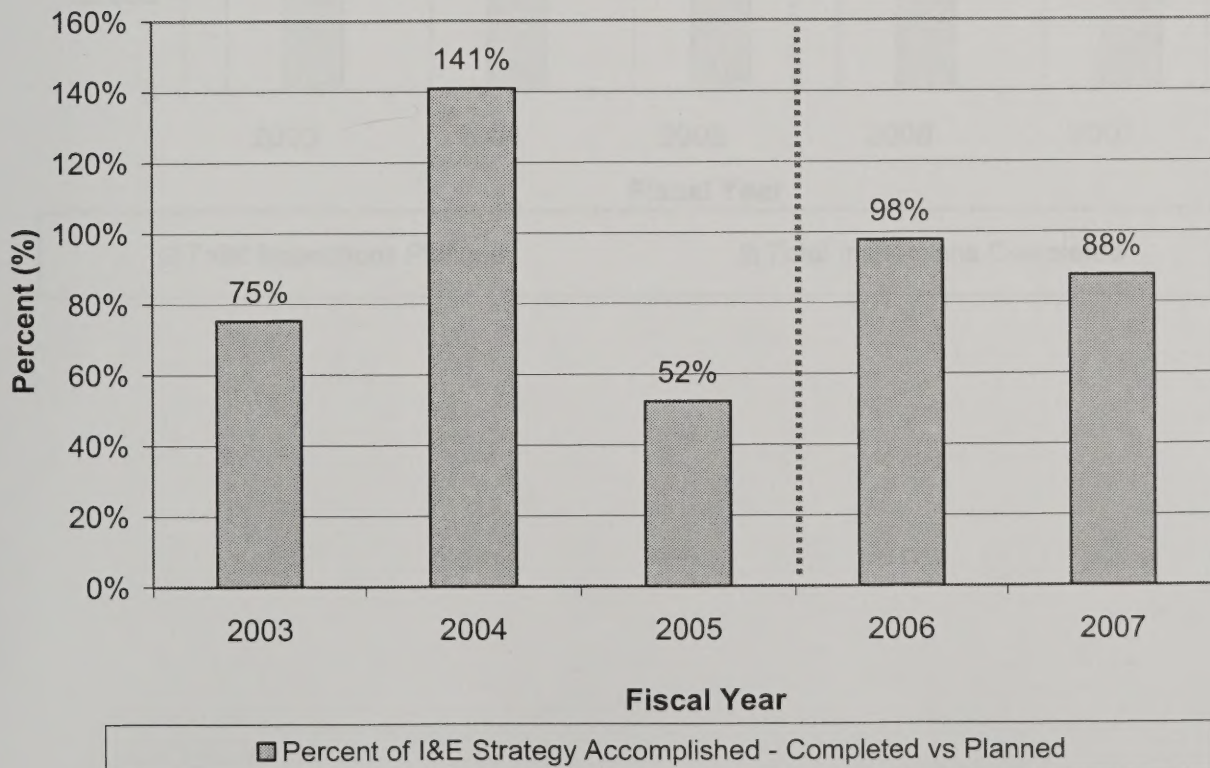
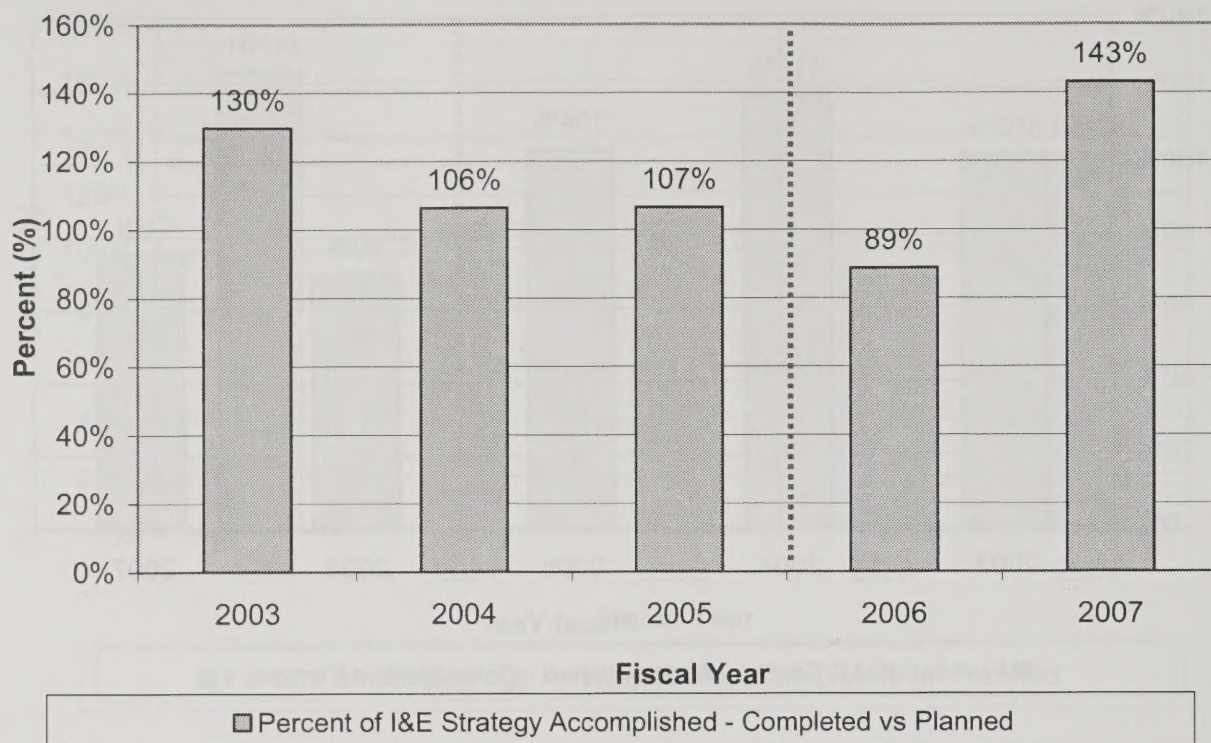
Figure 8-93. Percent of I&E Planned Inspections Completed for the Vernal Pilot Office**Figure 8-94. Percent of I&E Planned Inspections Completed for the Farmington Pilot Office**

Figure 8-95.-Percent of I&E Planned Inspections Completed for the Carlsbad Pilot Office

Overall Observations

Figure 8-96 compares pilot office planned versus completed inspection performance data. The offices conducted 10,982 total inspections (environmental inspections, drilling inspections, and production inspections), as opposed to 8,880 inspections conducted in FY06, for a 24-percent increase. One hundred percent of BLM's planned inspections were accomplished during year two compared to 91 percent during year one.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-96. Total Inspections for All Pilot Offices (Planned vs. Completed)

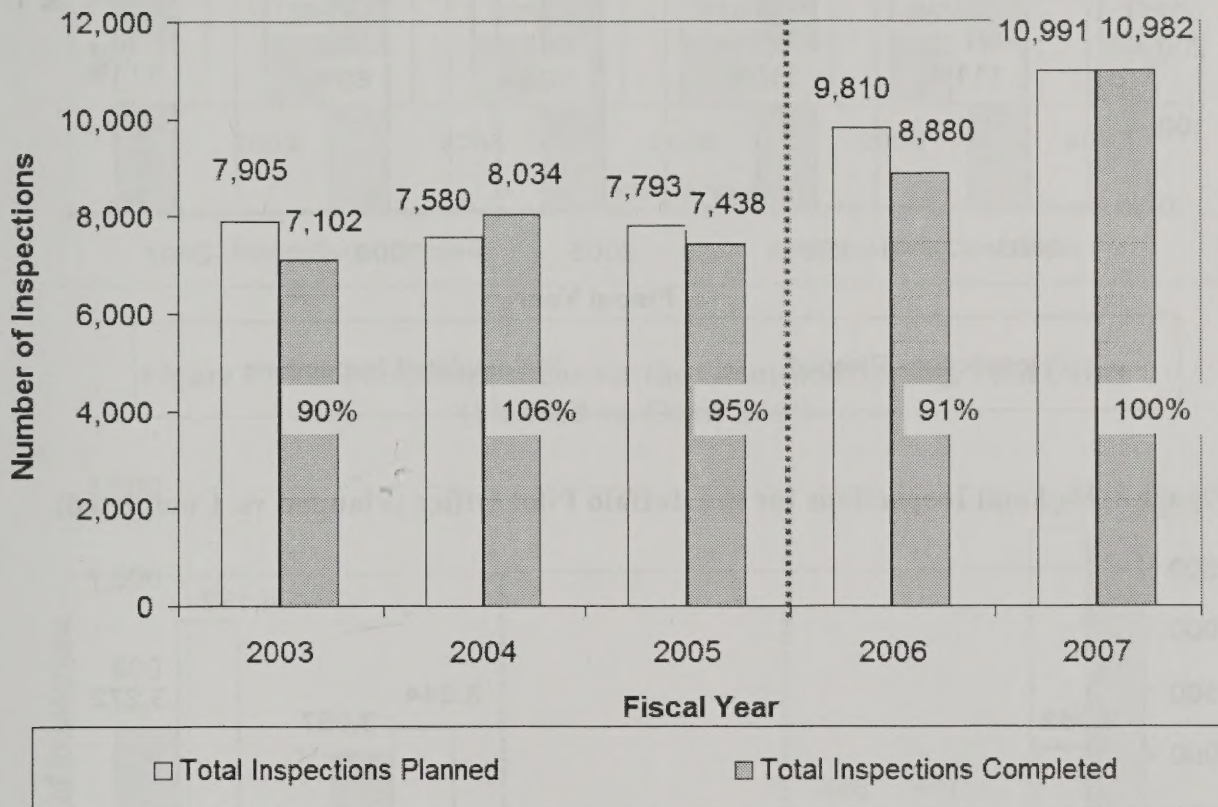


Figure 8-97. Total Inspections for the Miles City Pilot Office (Planned vs. Completed)

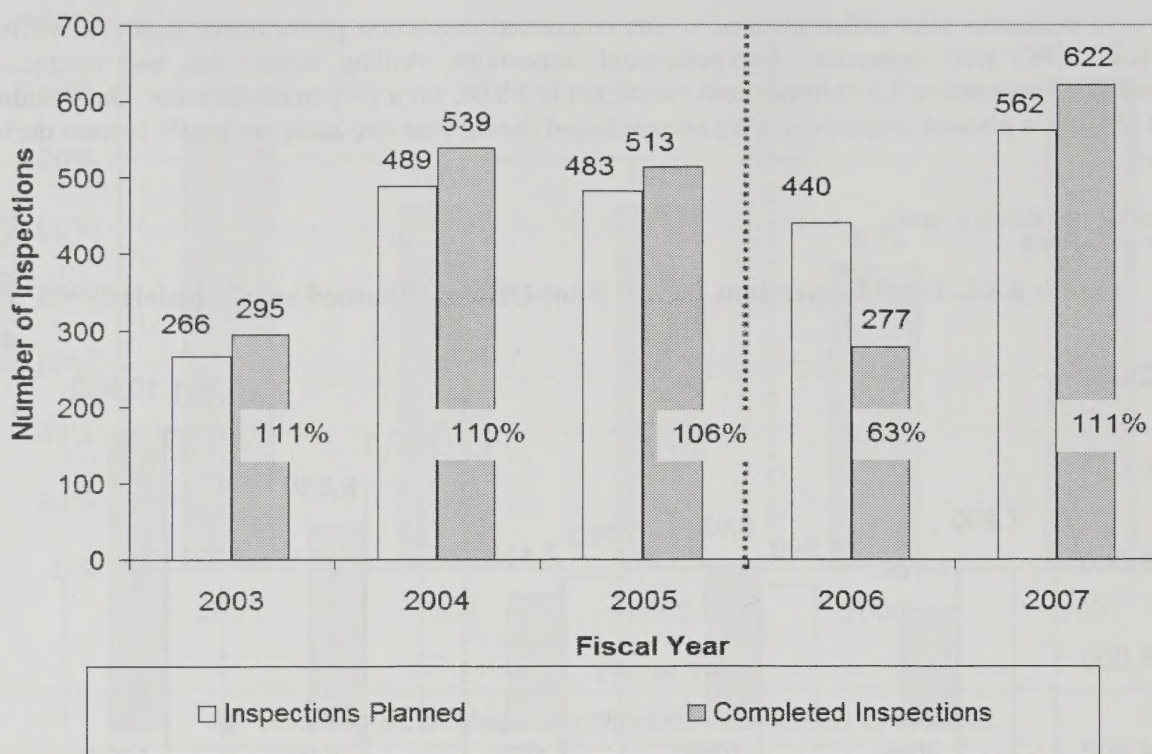


Figure 8-98. Total Inspections for the Buffalo Pilot Office (Planned vs. Completed)

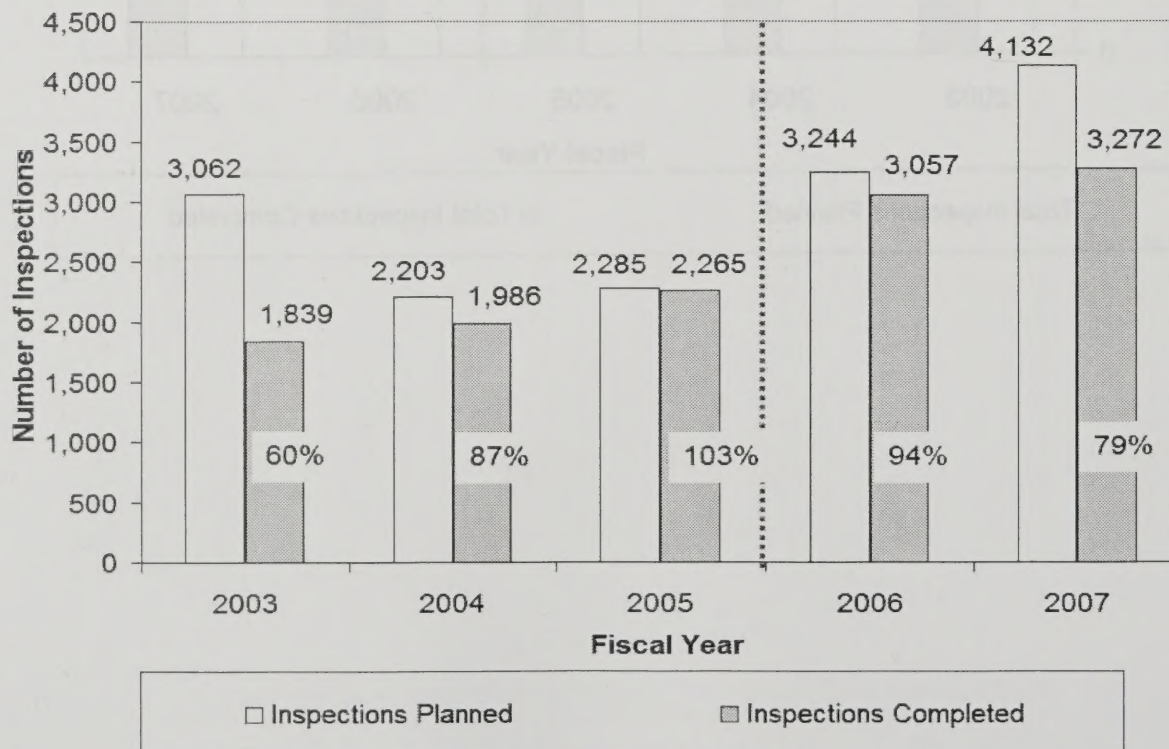


Figure 8-99. Total Inspections for the Rawlins Pilot Office (Planned vs. Completed)

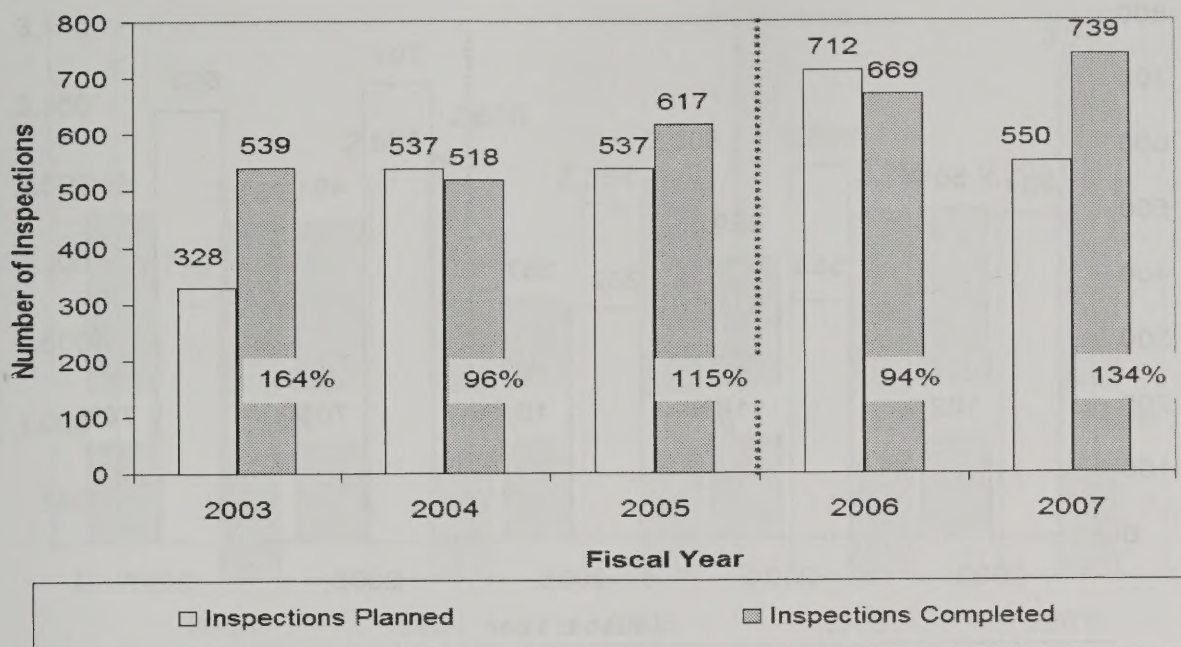


Figure 8-100. Total Inspections for the Glenwood Springs Pilot Office (Planned vs. Completed)

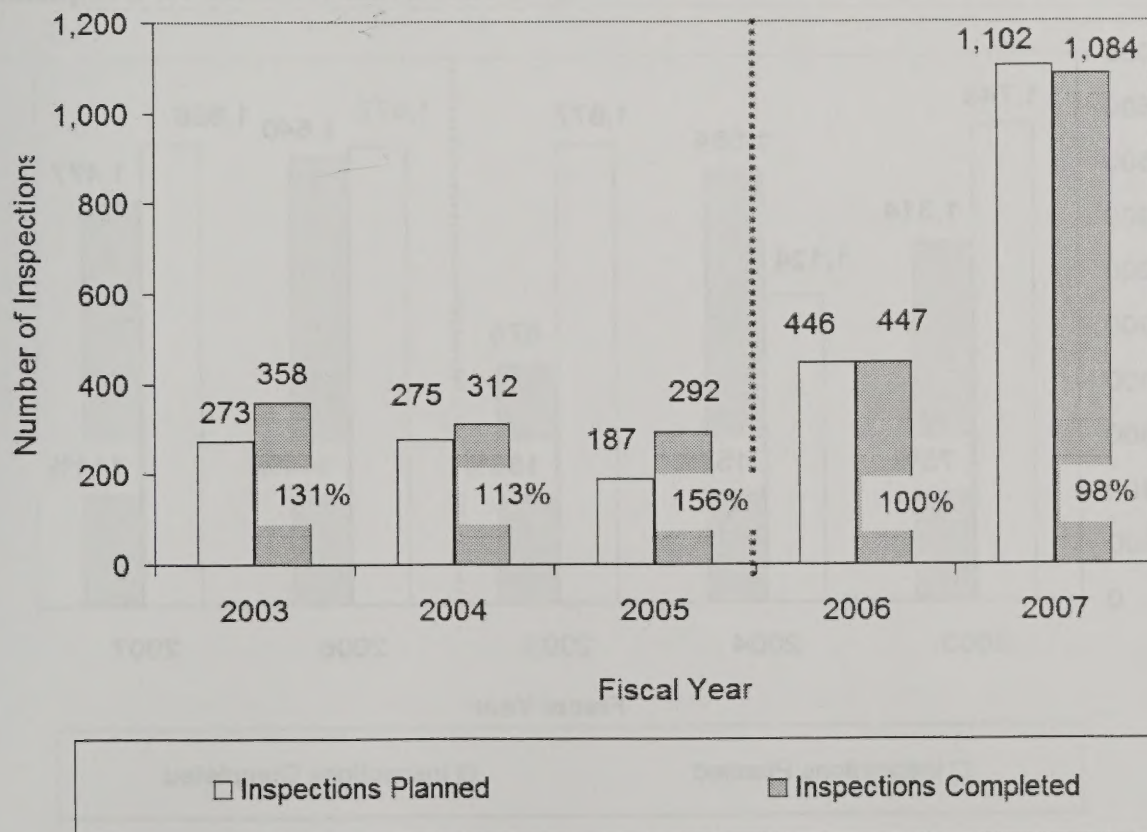


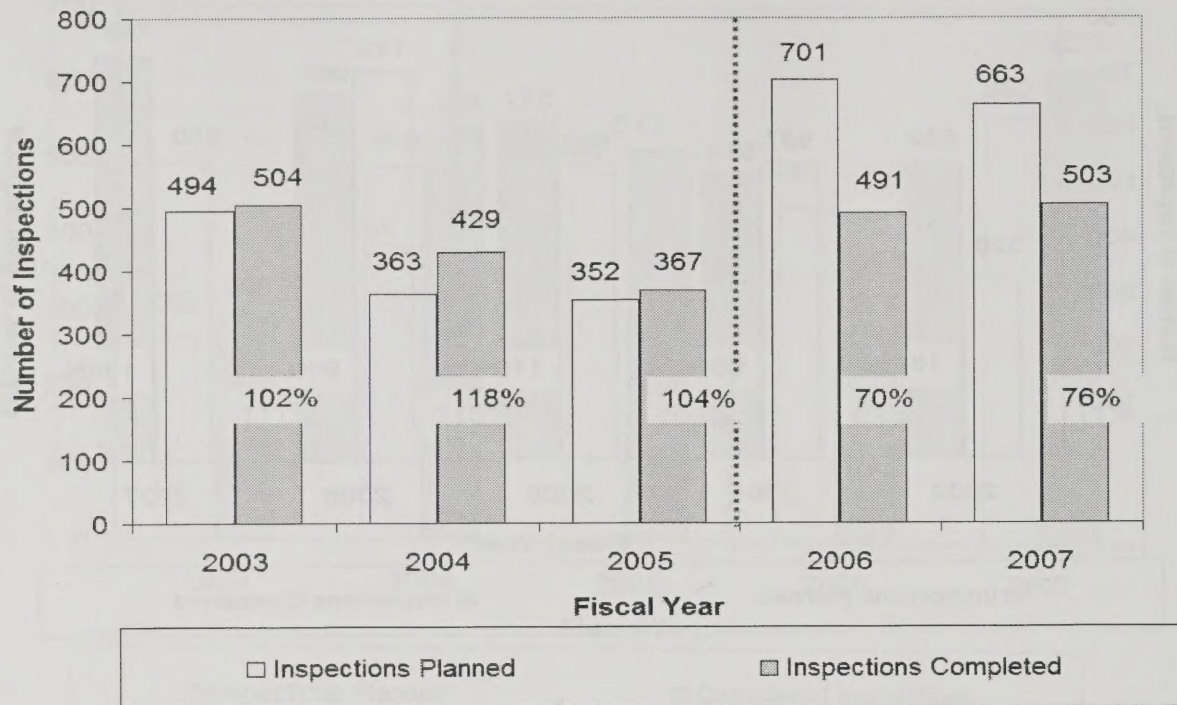
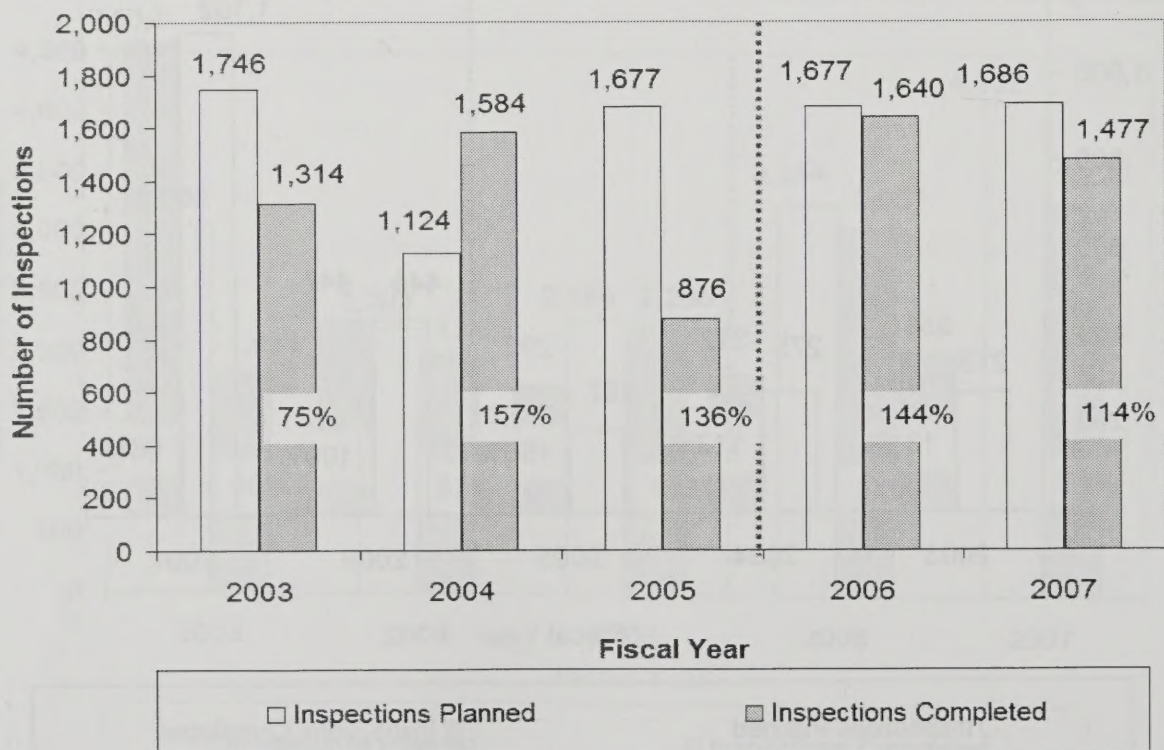
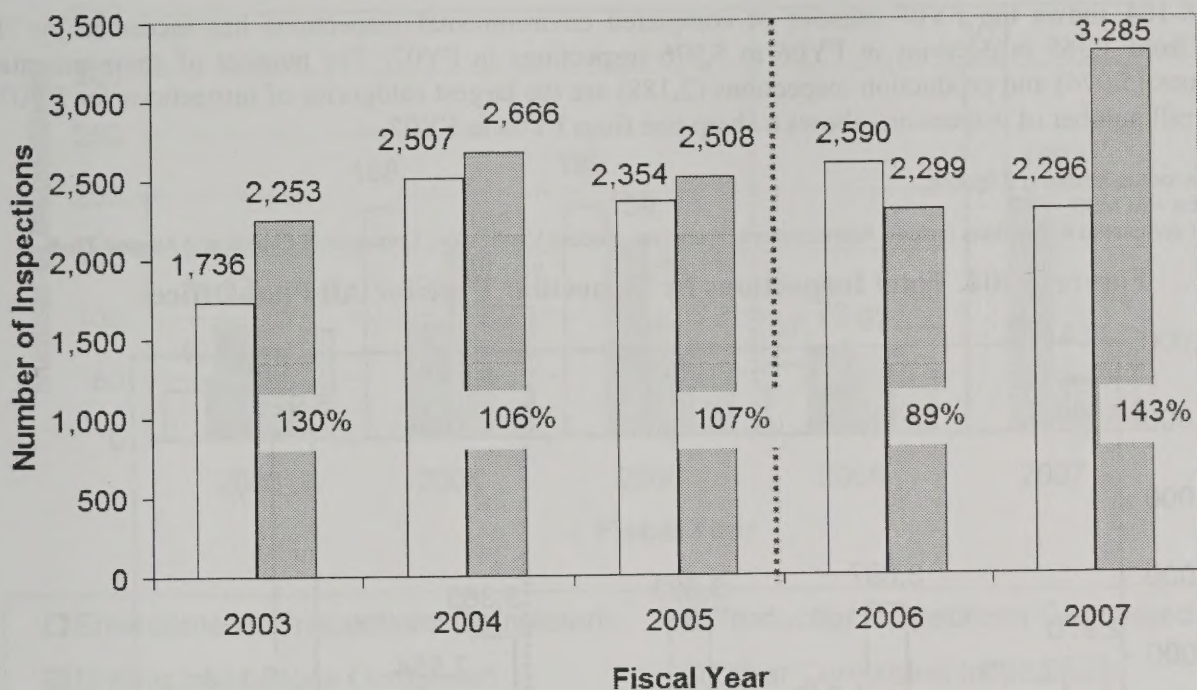
Figure 8-101. Total Inspections for the Vernal Pilot Office (Planned vs. Completed)**Figure 8-102. Total Inspections for the Farmington Pilot Office (Planned vs. Completed)**

Figure 8-103. Total Inspections for the Carlsbad Pilot Office (Planned vs. Completed)



□ Inspections Planned

■ Inspections Completed

Overall Observations

Figure 8-104 shows the FY07 number of completed environmental inspections has increased by 78 percent from 3,365 inspections in FY06 to 5,976 inspections in FY07. The number of environmental inspections (5,976) and production inspections (2,188) are the largest categories of inspections for FY07. The overall number of inspections shows a sharp rise from FY06 to FY07.

Notes for the following 8 figures:

Source – AFMSS

Other completed inspections include Abandonment, Workover, Record Verification, Undesirable Events and Alleged Theft

Figure 8-104. Total Inspections by Inspection Type for All Pilot Offices

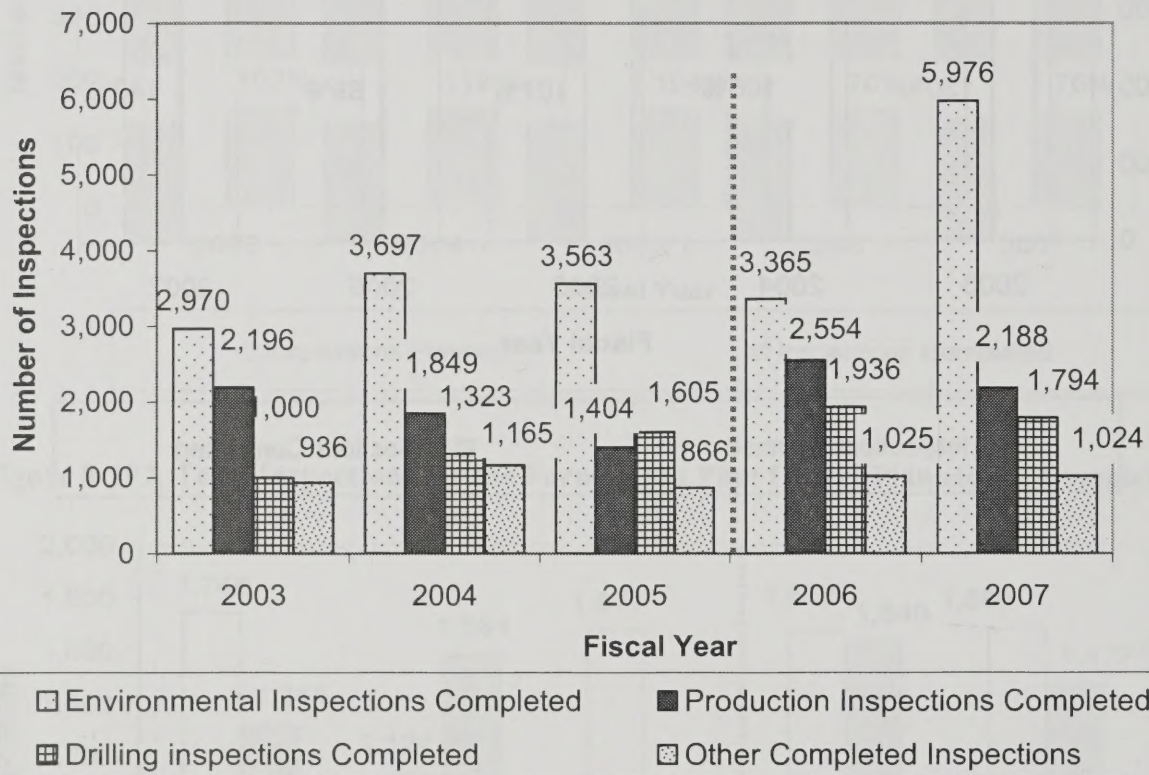
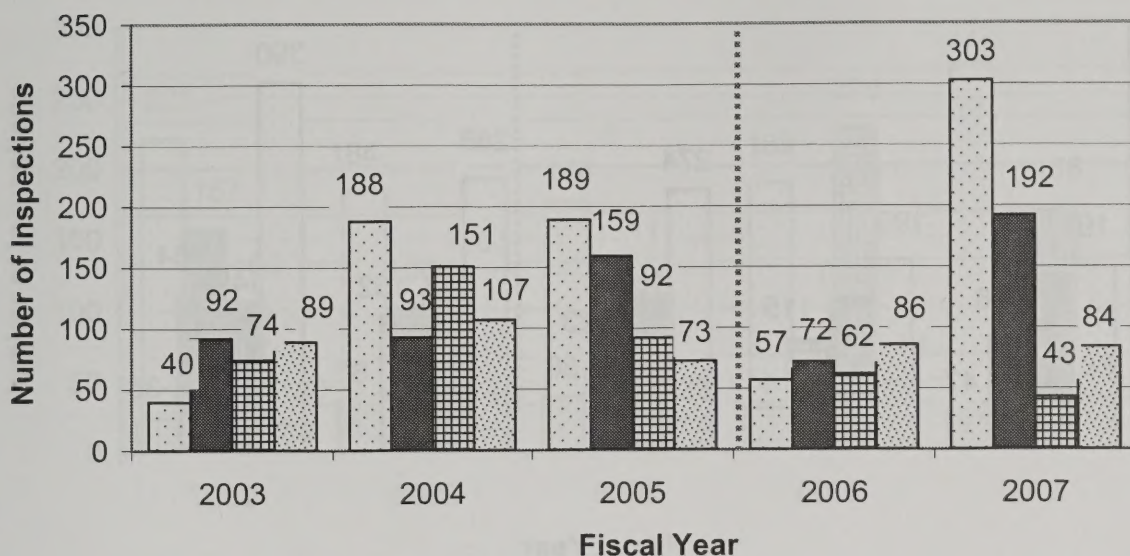
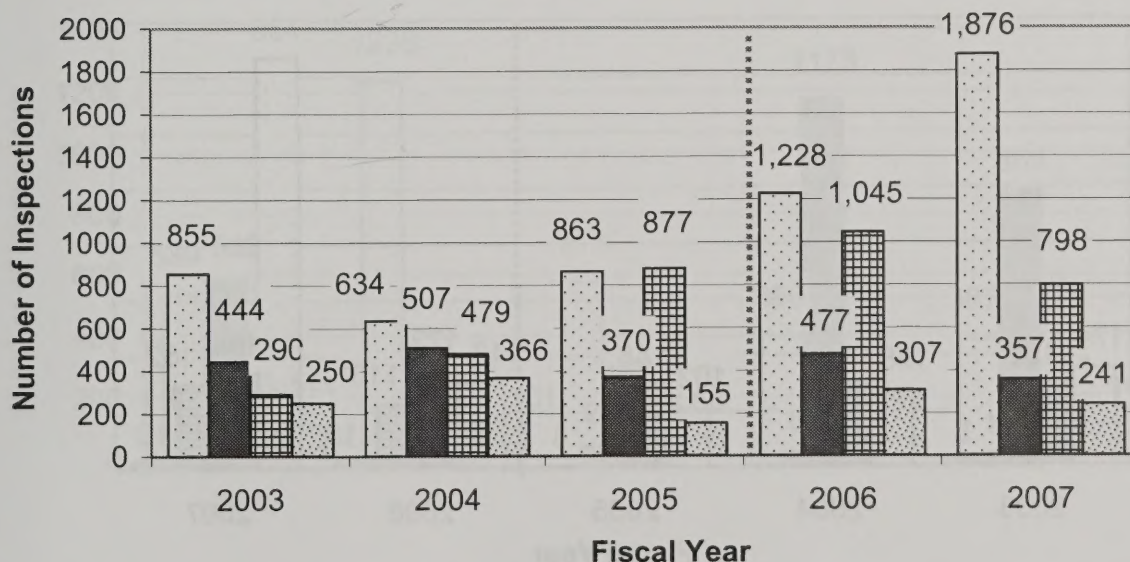


Figure 8-105. Total Inspections by Inspection Type for the Miles City Pilot Office



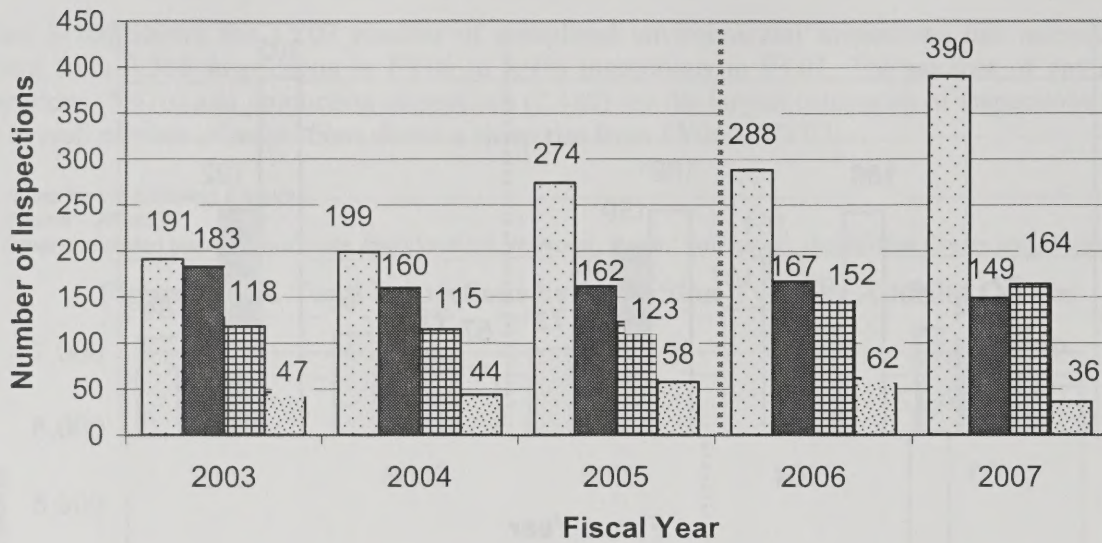
Environmental Inspections Completed
 Production Inspections Completed
 Drilling inspections Completed
 Other Completed Inspections

Figure 8-106. Total Inspections by Inspection Type for the Buffalo Pilot Office



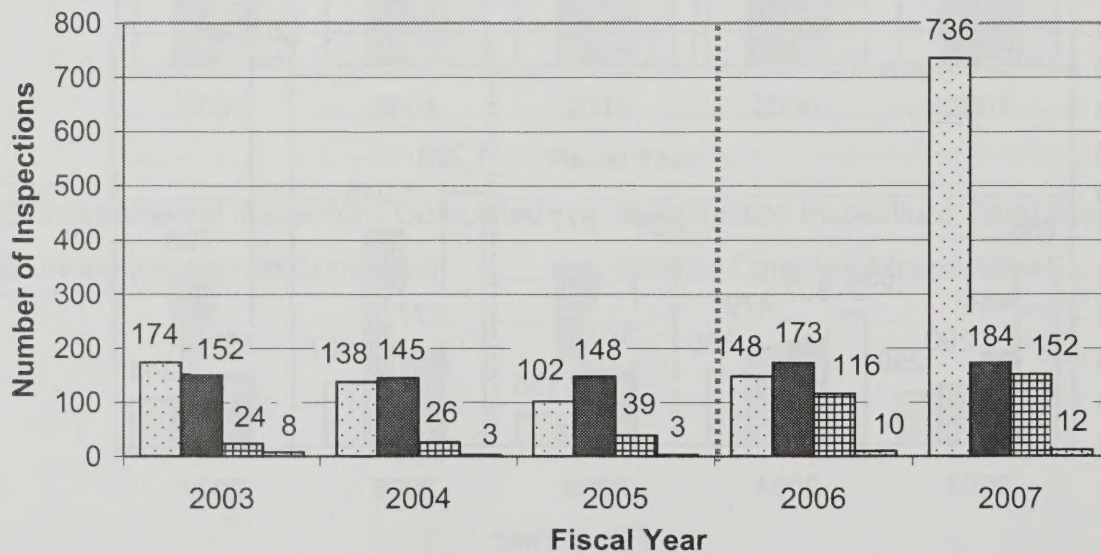
Environmental Inspections Completed
 Production Inspections Completed
 Drilling inspections Completed
 Other Completed Inspections

Figure 8-107. Total Inspections by Inspection Type for the Rawlins Pilot Office



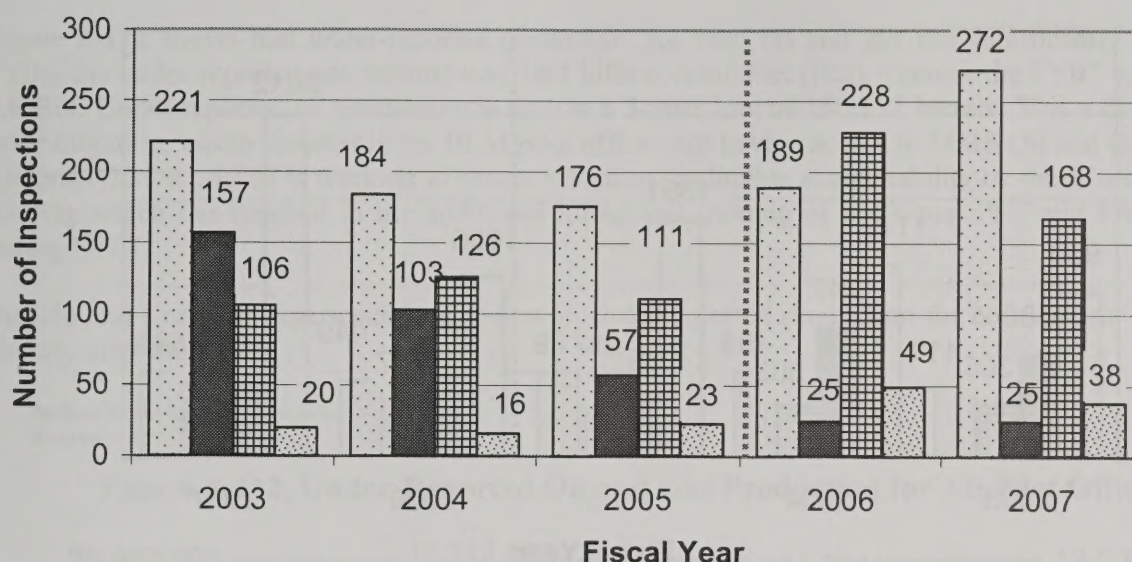
□ Environmental Inspections Completed ■ Production Inspections Completed
 ▤ Drilling inspections Completed ▦ Other Completed Inspections

Figure 8-108. Total Inspections by Inspection Type for the Glenwood Springs Pilot Office



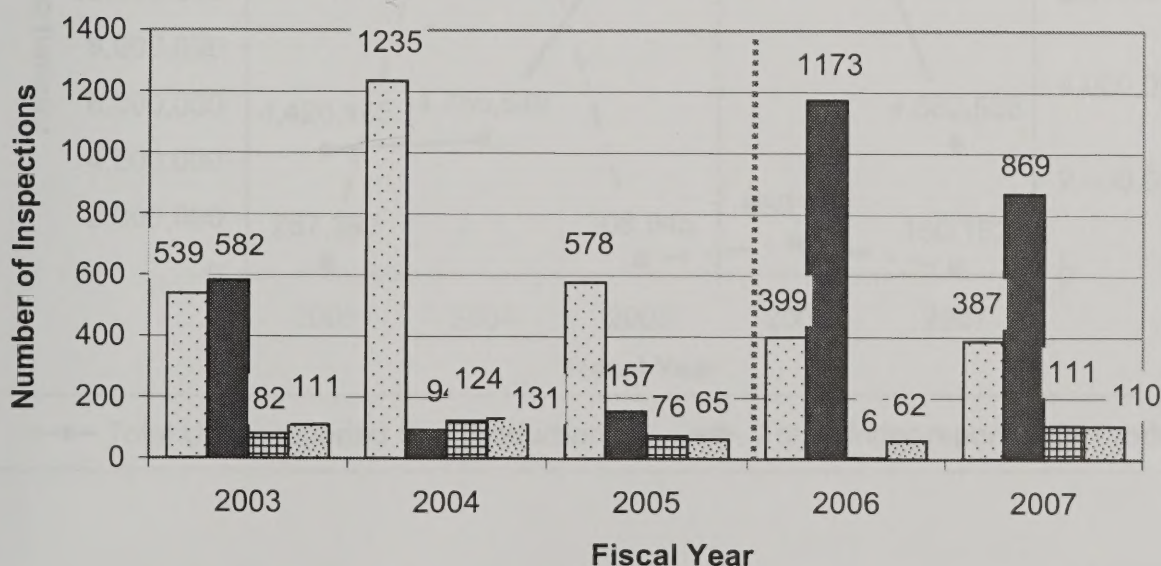
□ Environmental Inspections Completed ■ Production Inspections Completed
 ▤ Drilling inspections Completed ▦ Other Completed Inspections

Figure 8-109. Total Inspections by Inspection Type for the Vernal Pilot Office

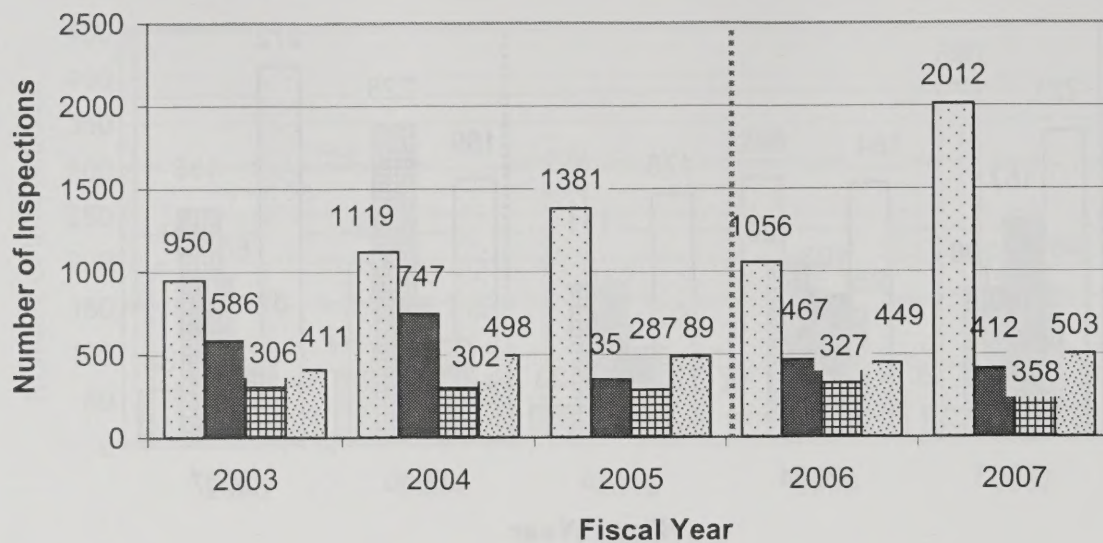


□ Environmental Inspections Completed ■ Production Inspections Completed
 ▤ Drilling inspections Completed ▤ Other Completed Inspections

Figure 8-110. Total Inspections by Inspection Type for the Farmington Pilot Office



□ Environmental Inspections Completed ■ Production Inspections Completed
 ▤ Drilling inspections Completed ▤ Other Completed Inspections

Figure 8-111. Total Inspections by Inspection Type for the Carlsbad Pilot Office

□ Environmental Inspections Completed

■ Production Inspections Completed

▤ Drilling inspections Completed

▦ Other Completed Inspections

Overall Observations

Figure 8-112 shows that under-reported production for both oil and gas fell significantly in FY07. In FY06, the under-reported gas volume was 18.4 billion cubic feet (Bcf) whereas the FY07 volume fell to 4.6 Bcf. Under-reported oil production is now at a 3-year low of 150,152 barrels. This a direct result of prior litigation, which resulted in the BLM pilot offices not having access to MMS Oil and Gas Operation Reports (OGOR). BLM is working to ensure effective production accountability by the allocation of pilot funding which has resulted in the additional hiring and training of additional PET and PAT personnel during FY07.

Buffalo and Carlsbad experienced reductions in under-reported production for both oil and gas reported directly after the pilot.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-112. Under-Reported Oil and Gas Production for All Pilot Offices

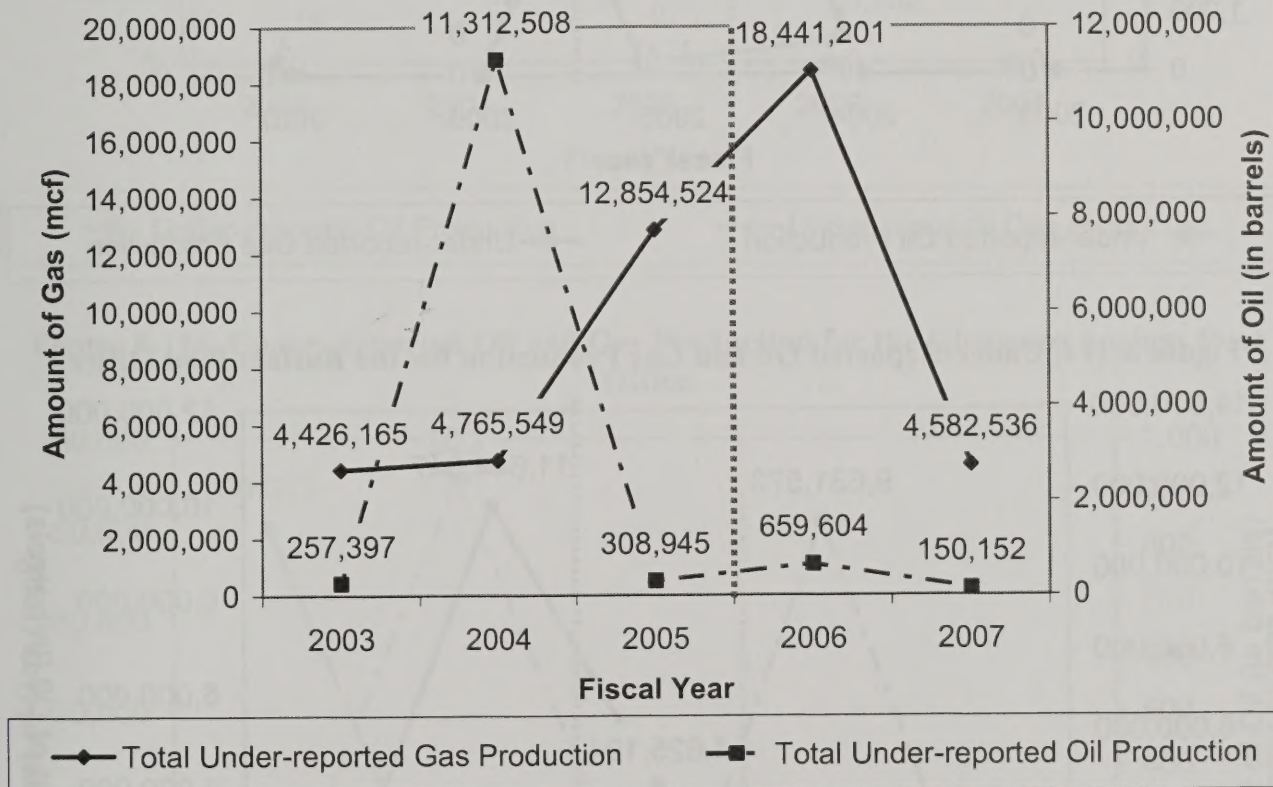


Figure 8-113. Under-Reported Oil and Gas Production for the Miles City Pilot Office

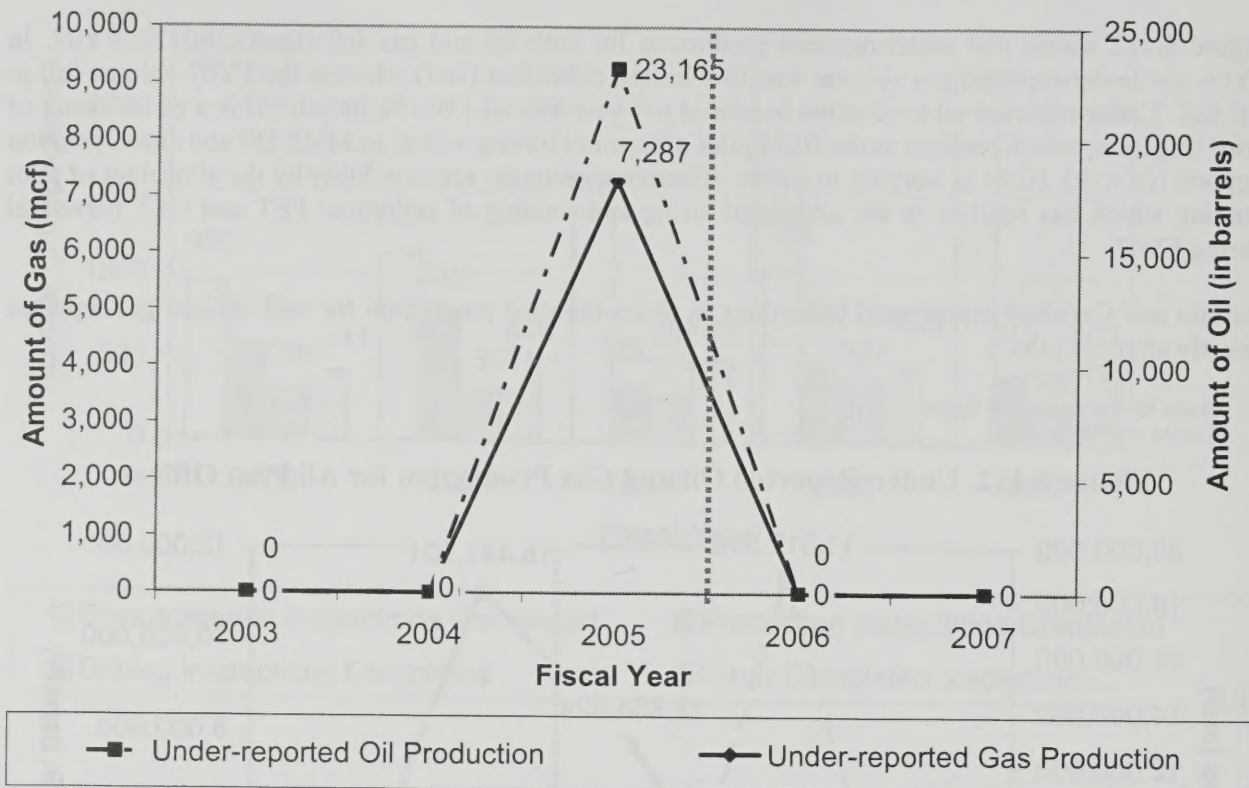


Figure 8-114. Under-Reported Oil and Gas Production for the Buffalo Pilot Office

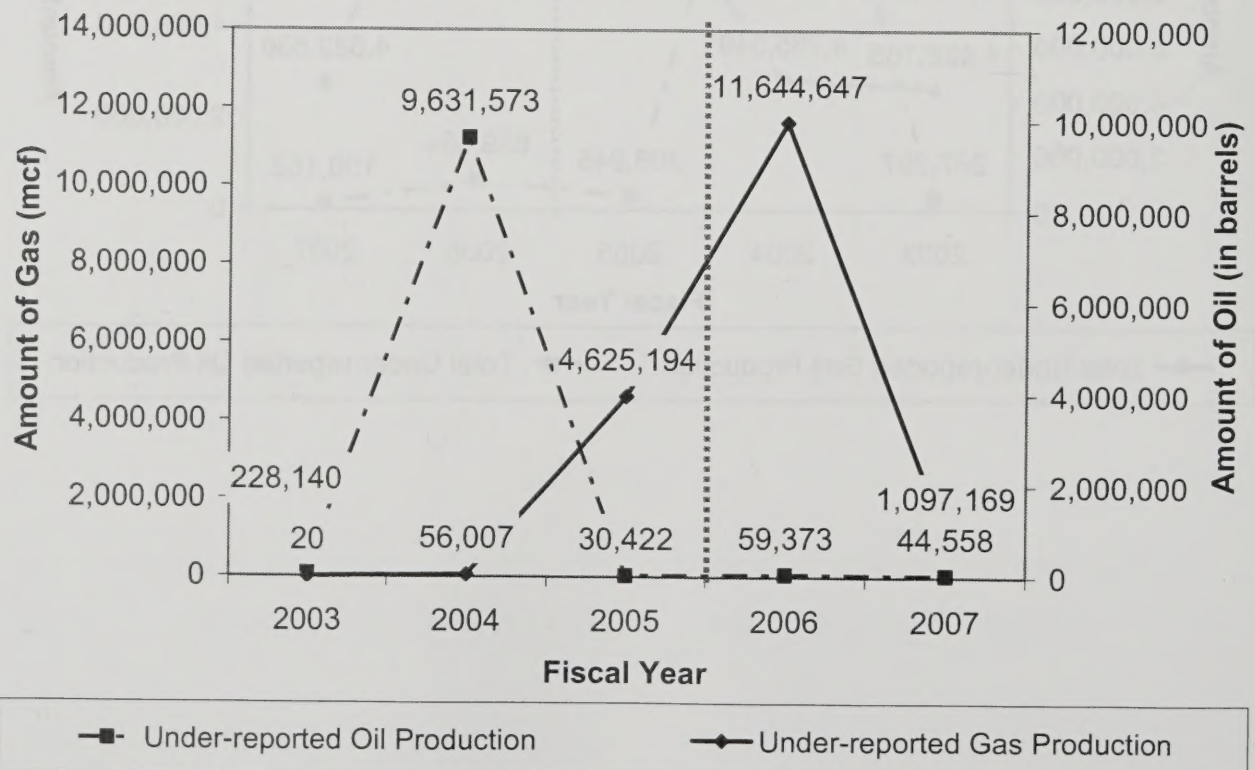


Figure 8-115. Under-Reported Oil and Gas Production for the Rawlins Pilot Office

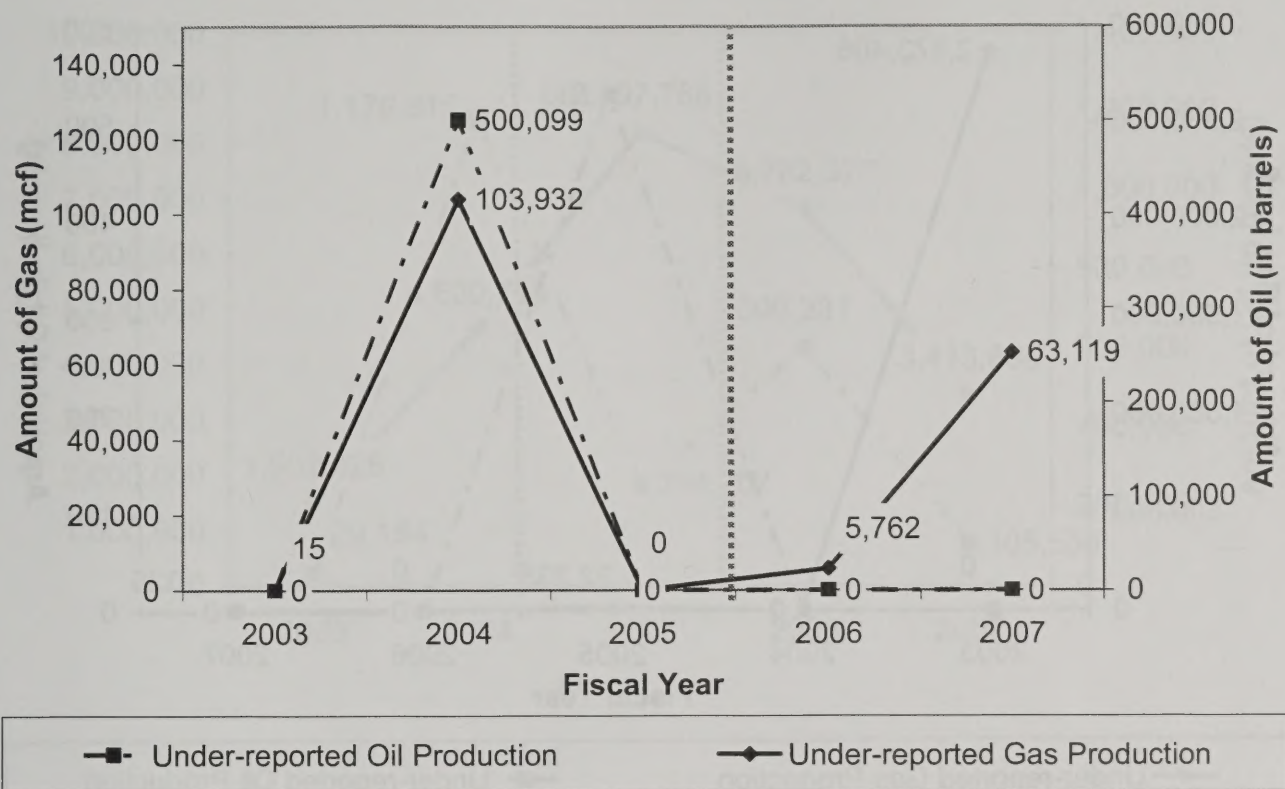


Figure 8-116. Under-Reported Oil and Gas Production for the Glenwood Springs Pilot Office

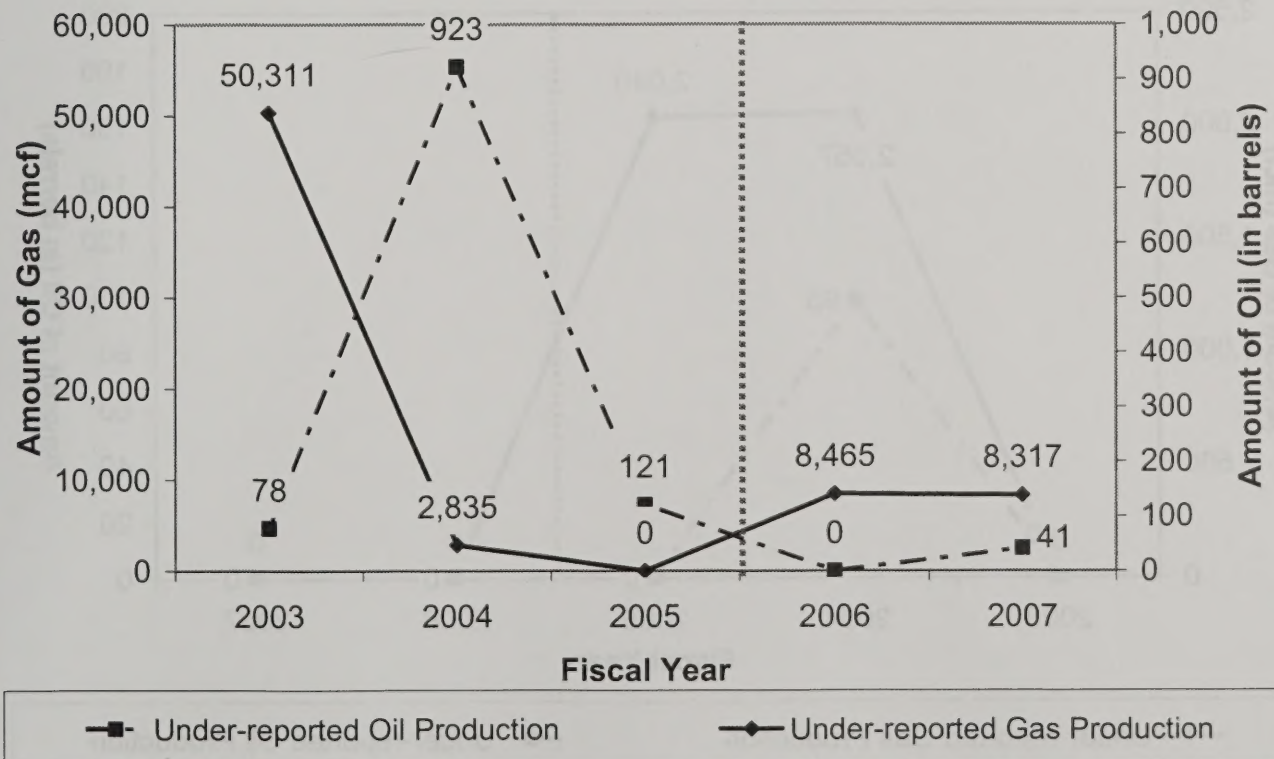


Figure 8-117. Under-Reported Oil and Gas Production for the Vernal Pilot Office

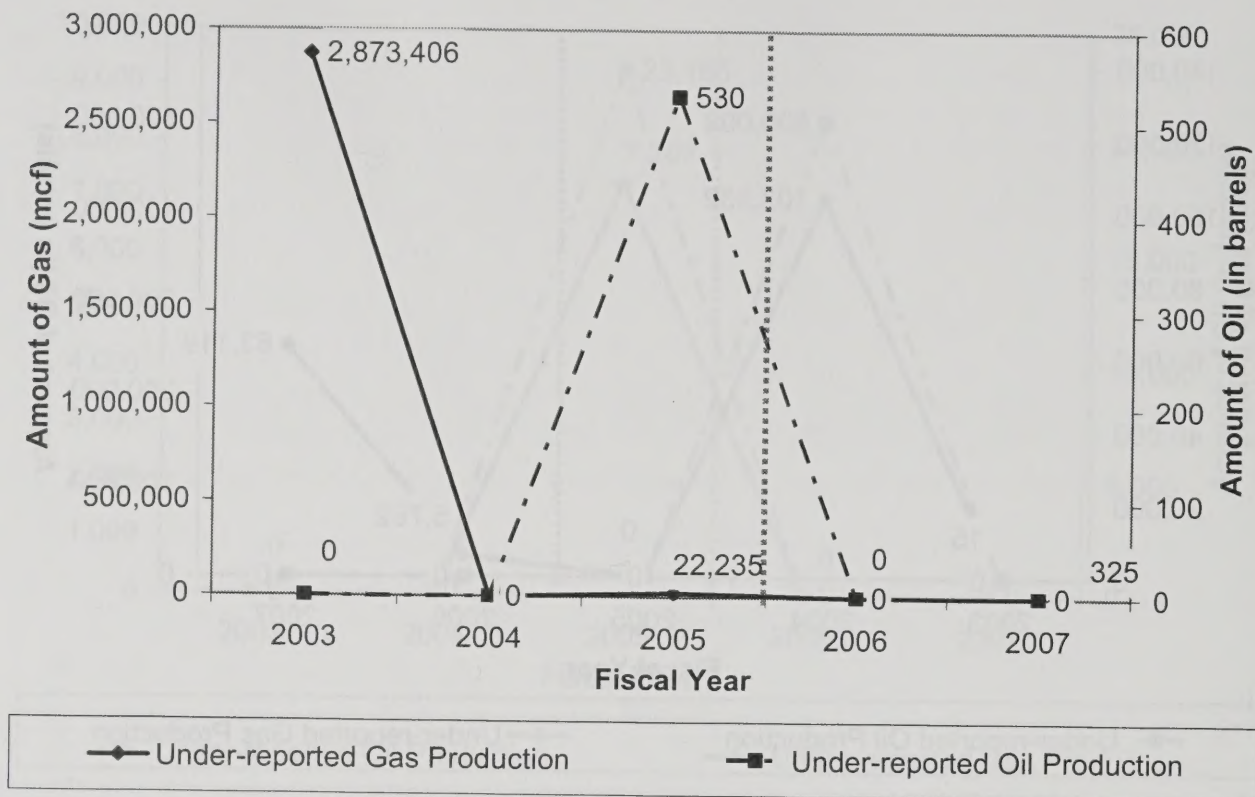


Figure 8-118. Under-Reported Oil and Gas Production for the Farmington Pilot Office

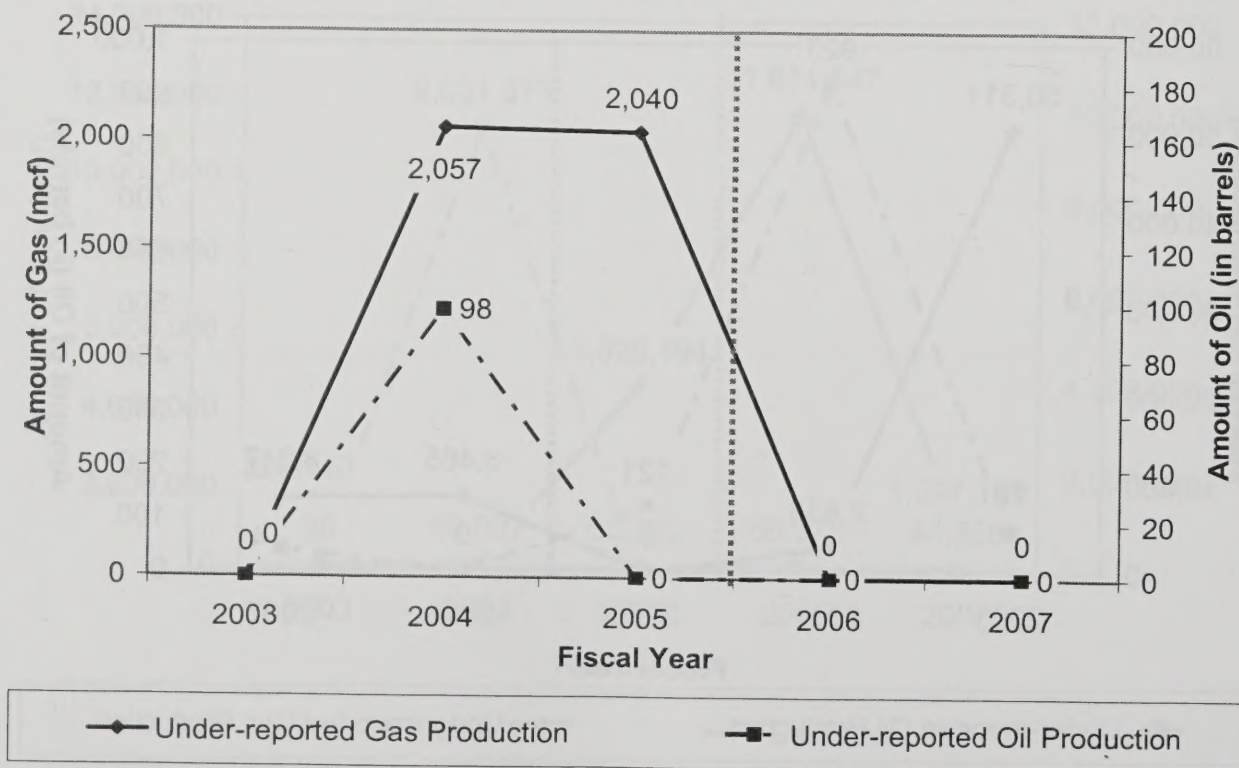
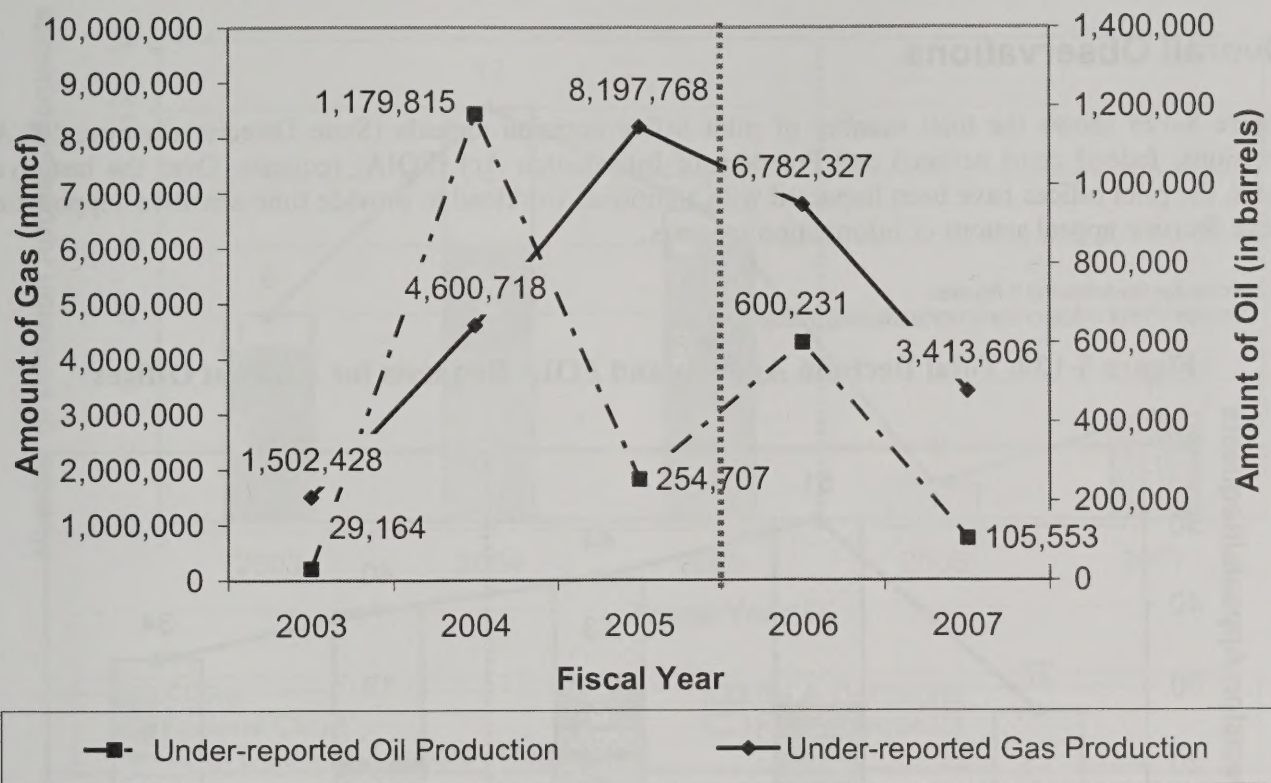


Figure 8-119. Under-Reported Oil and Gas Production for the Carlsbad Pilot Office



STAKEHOLDER RESPONSIVENESS RESULTS

Overall Observations

Figure 8-120 shows the total number of pilot office decision appeals (State Director reviews, IBLA decisions, federal court actions) and Freedom of Information Act (FOIA) requests. Over the last five years, the pilot offices have been impacted with additional workload to provide time-sensitive support for these decision appeal actions or information requests.

Notes for the following 8 figures:

Source – Pilot office or state office tracking systems

Figure 8-120. Total Decision Appeals and FOIA Requests for All Pilot Offices

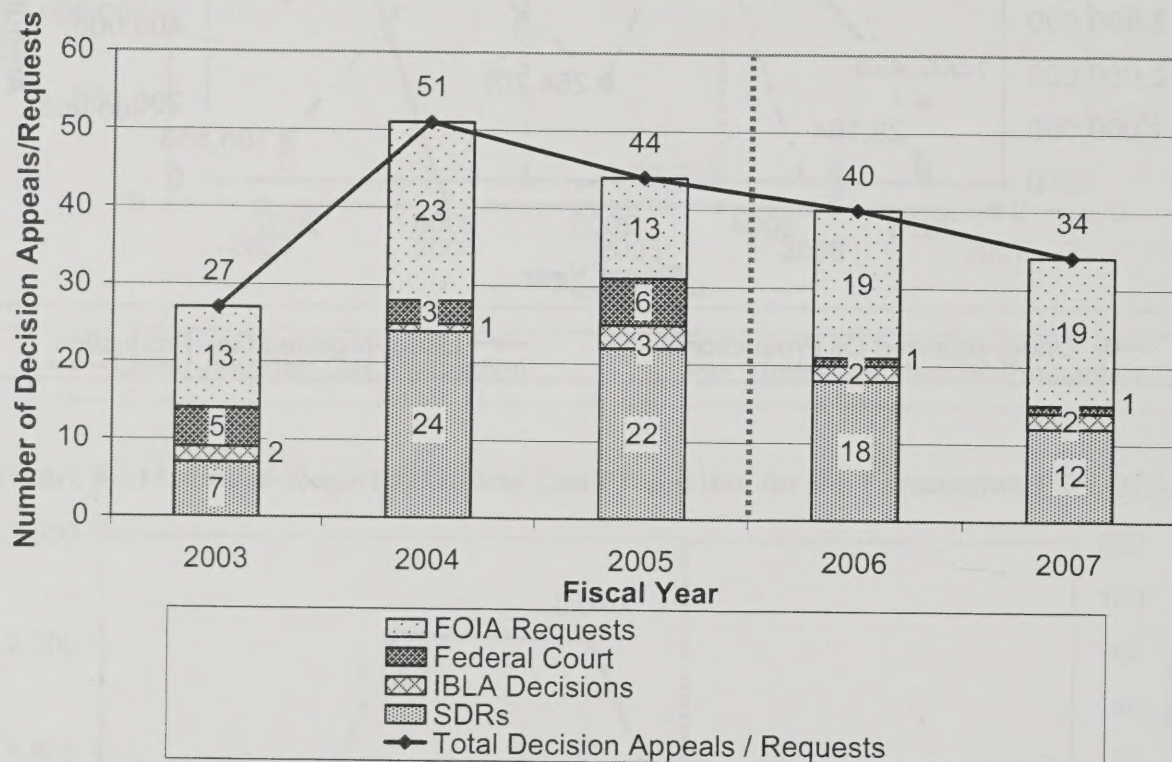


Figure 8-121. Total Decision Appeals and FOIA Requests for the Miles City Pilot Office

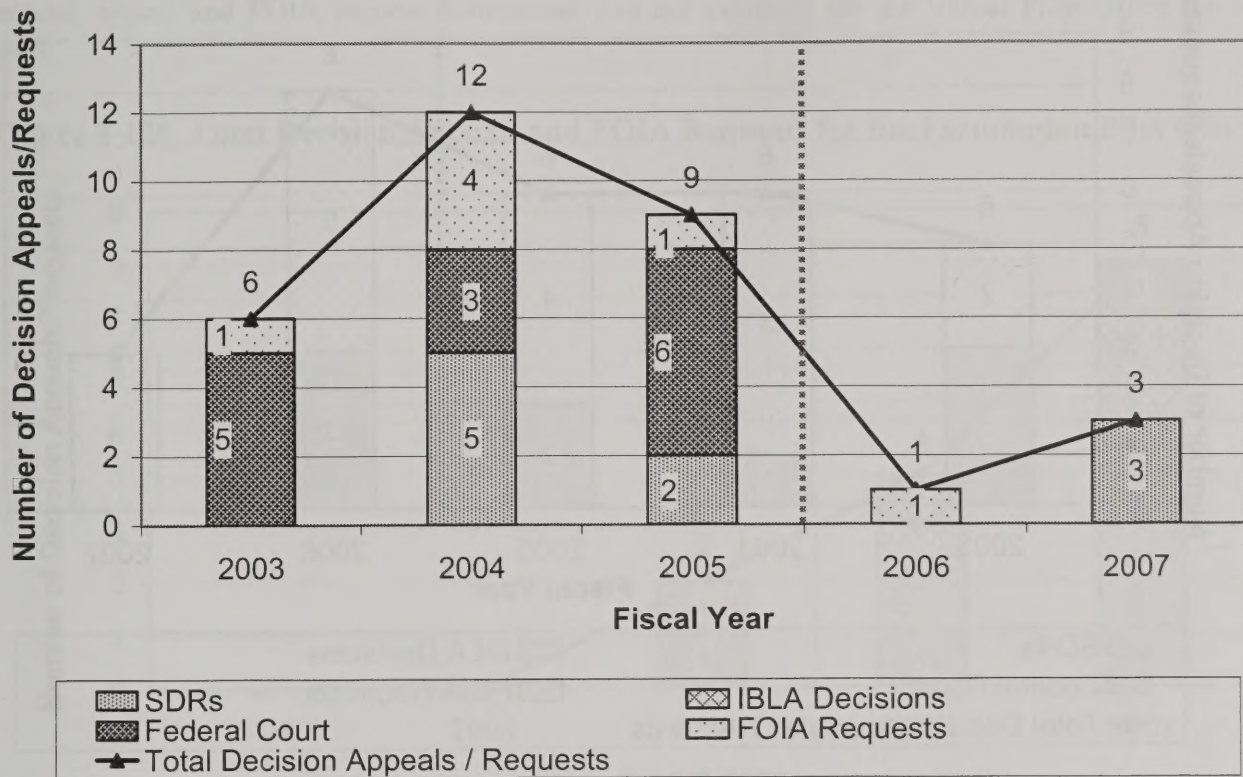


Figure 8-122. Total Decision Appeals and FOIA Requests for the Buffalo Pilot Office

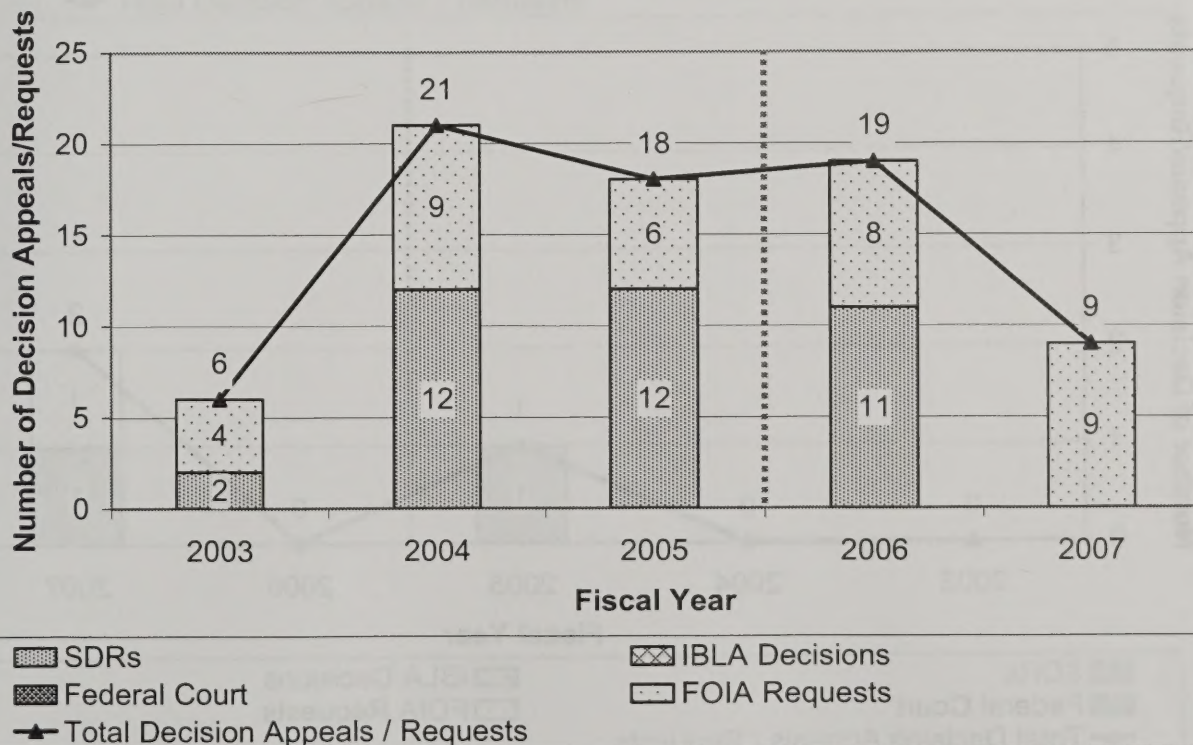


Figure 8-123. Total Decision Appeals and FOIA Requests for the Rawlins Pilot Office

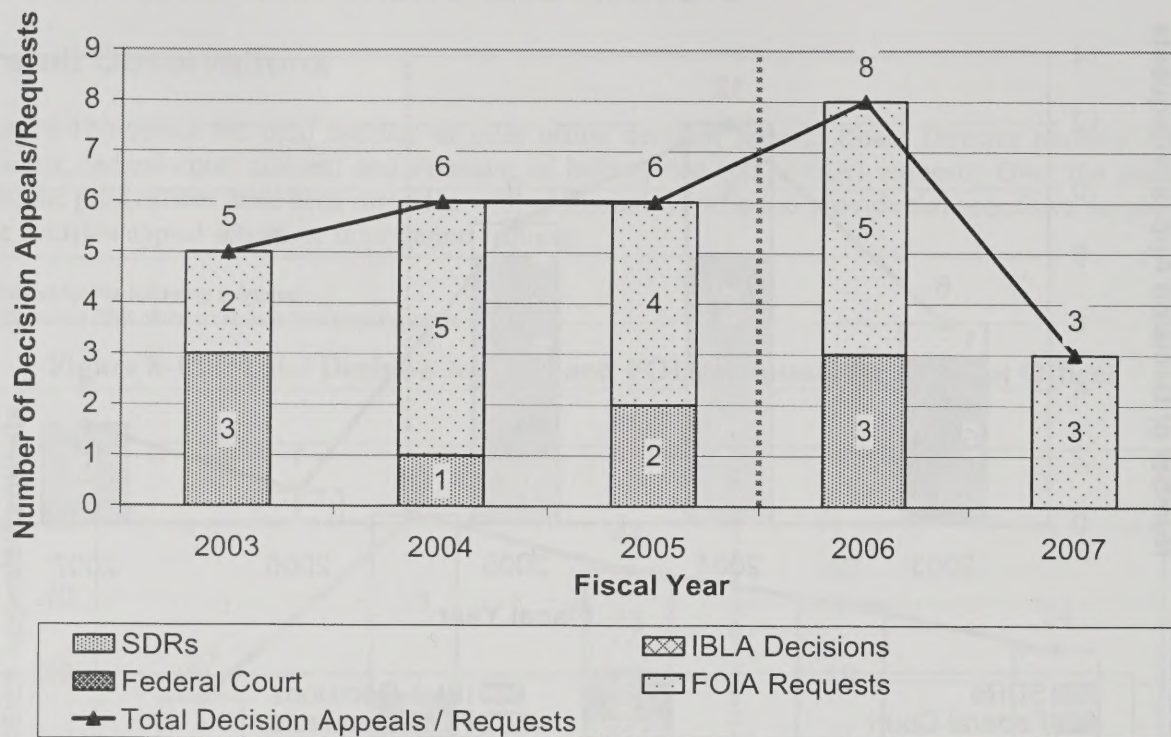


Figure 8-124. Total Decision Appeals and FOIA Requests for the Glenwood Springs Pilot Office

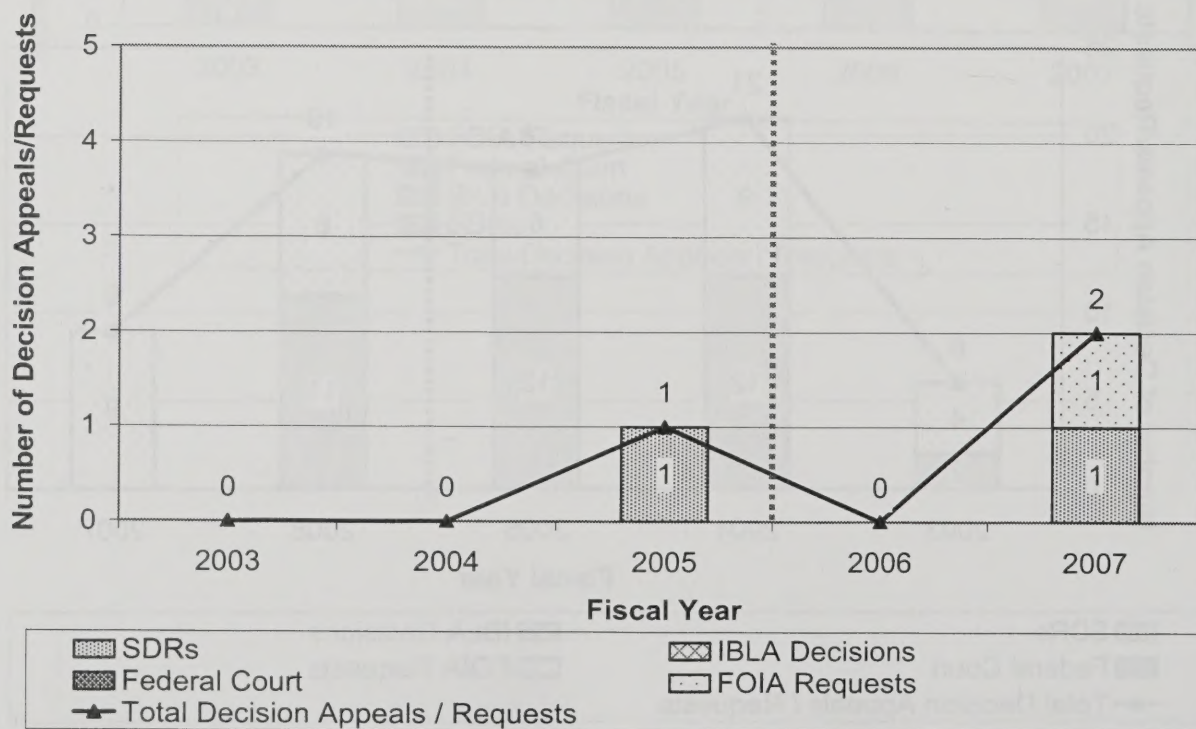


Figure 8-125. Total Decision Appeals and FOIA Requests for the Vernal Pilot Office

Decision appeal and FOIA request information was not available for the Vernal Pilot Office for this report.

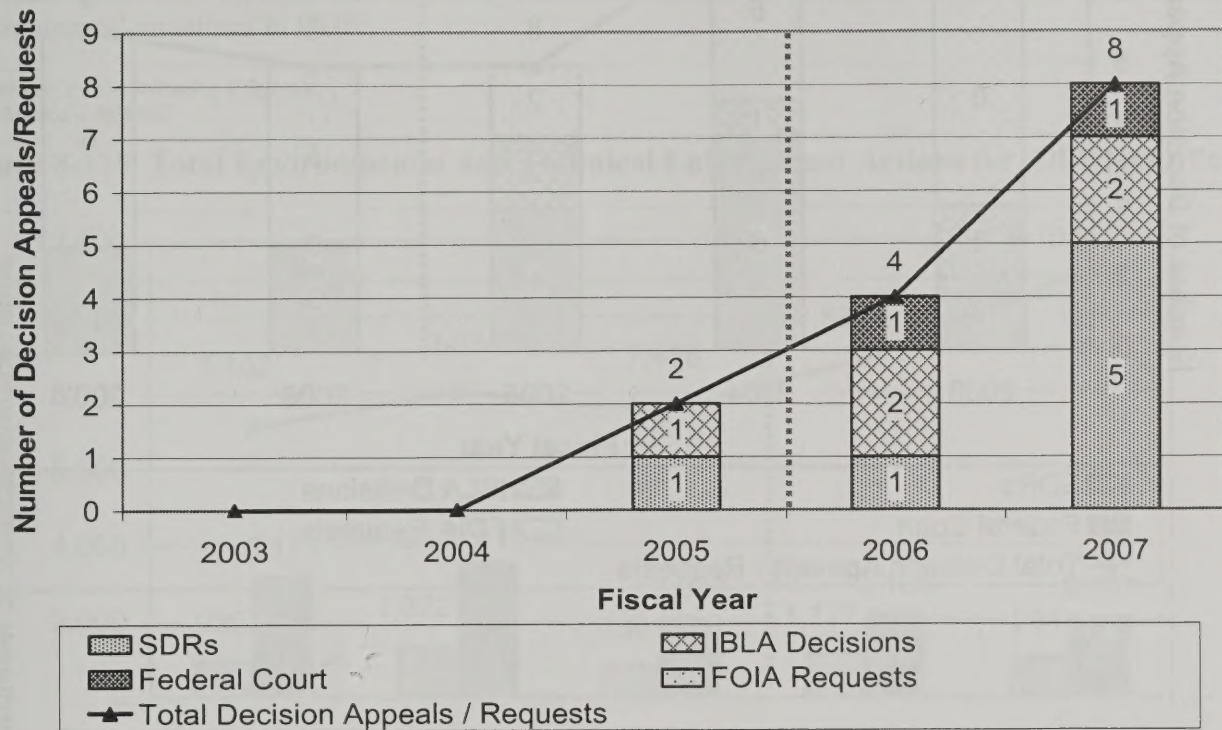
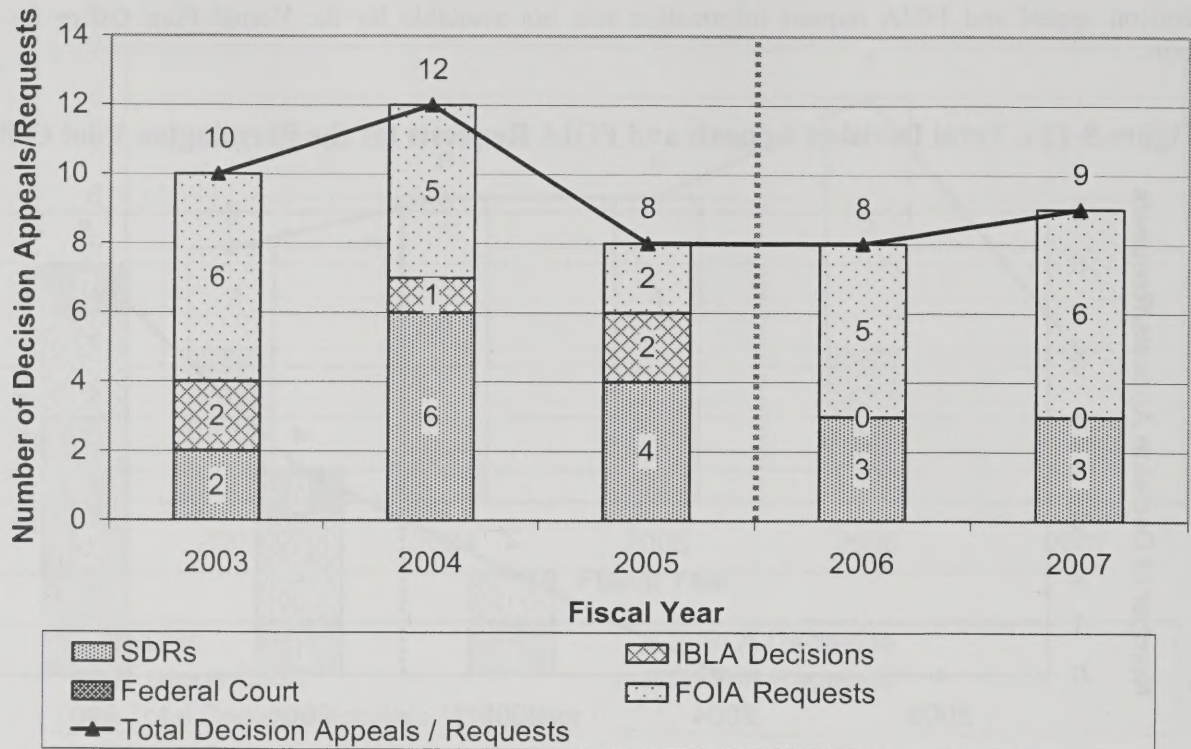
Figure 8-126. Total Decision Appeals and FOIA Requests for the Farmington Pilot Office

Figure 8-127. Total Decision Appeals and FOIA Requests for the Carlsbad Pilot Office



Overall Observations

As shown in Figure 8-128, the overall number of major technical enforcement actions has remained stable from FY05 to FY07. The overall number of major environmental enforcement actions has increased since the start of the pilot, but has decreased by four percent during FY07.

Rawlins, Glenwood Springs, and Carlsbad exhibited significant decreases in the both technical and environmental violations in FY07.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-128. Total Environmental and Technical Enforcement Actions for All Pilot Offices

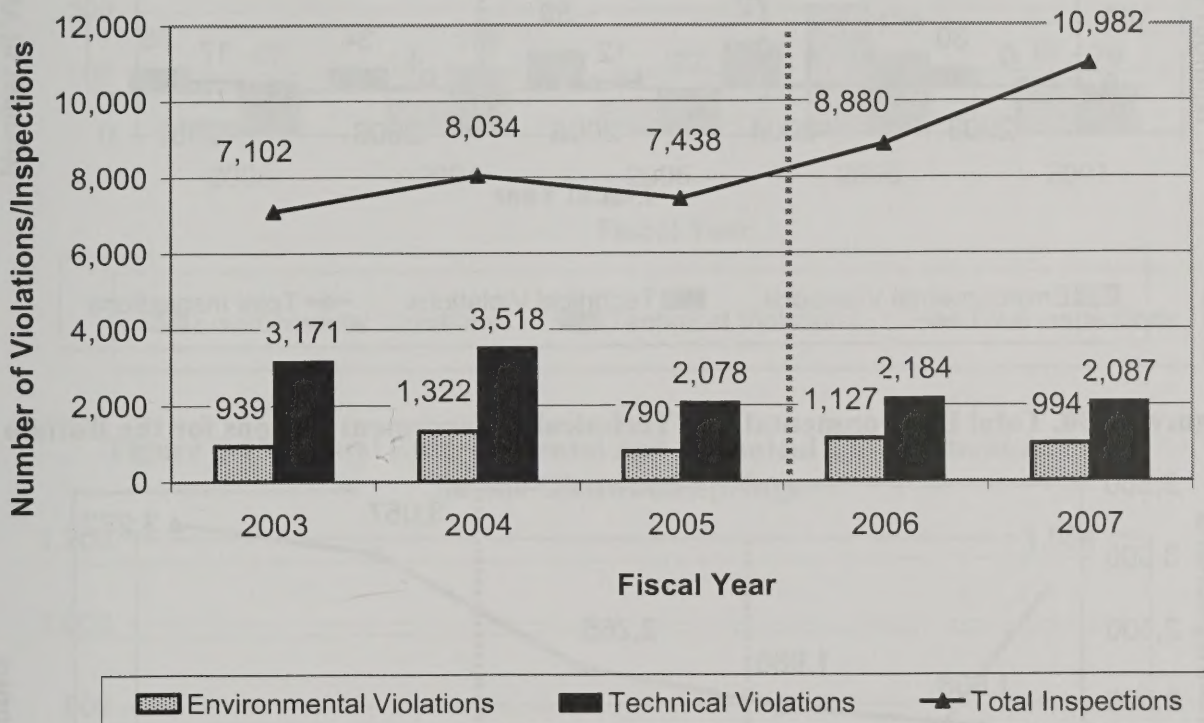


Figure 8-129. Total Environmental and Technical Enforcement Actions for the Miles City

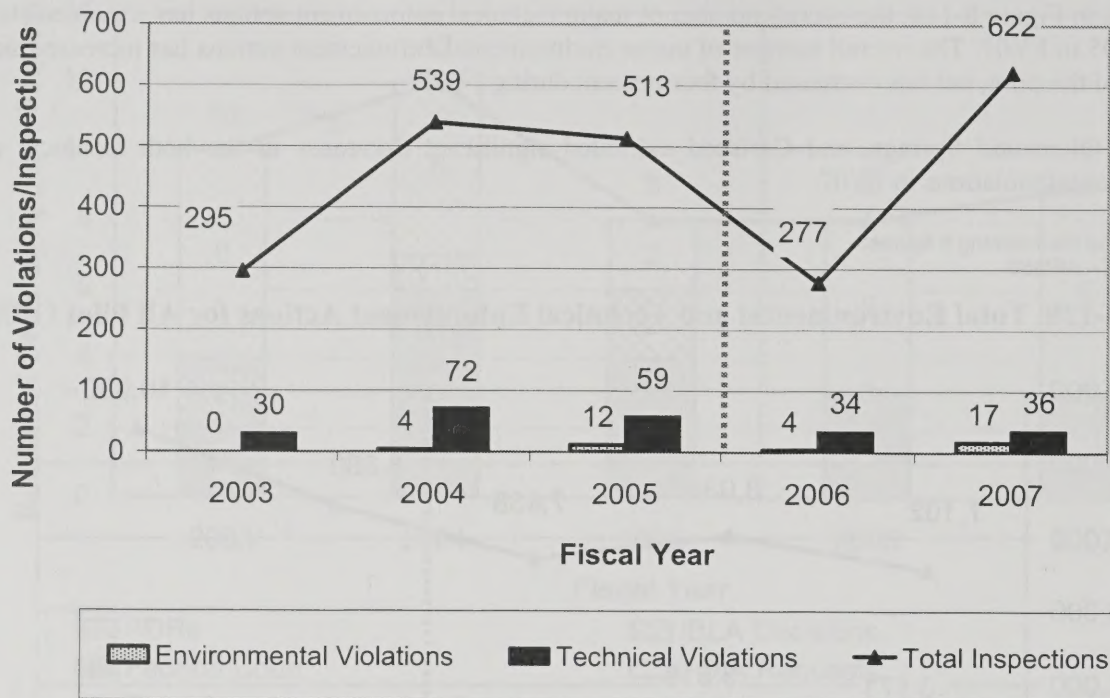


Figure 8-130. Total Environmental and Technical Enforcement Actions for the Buffalo

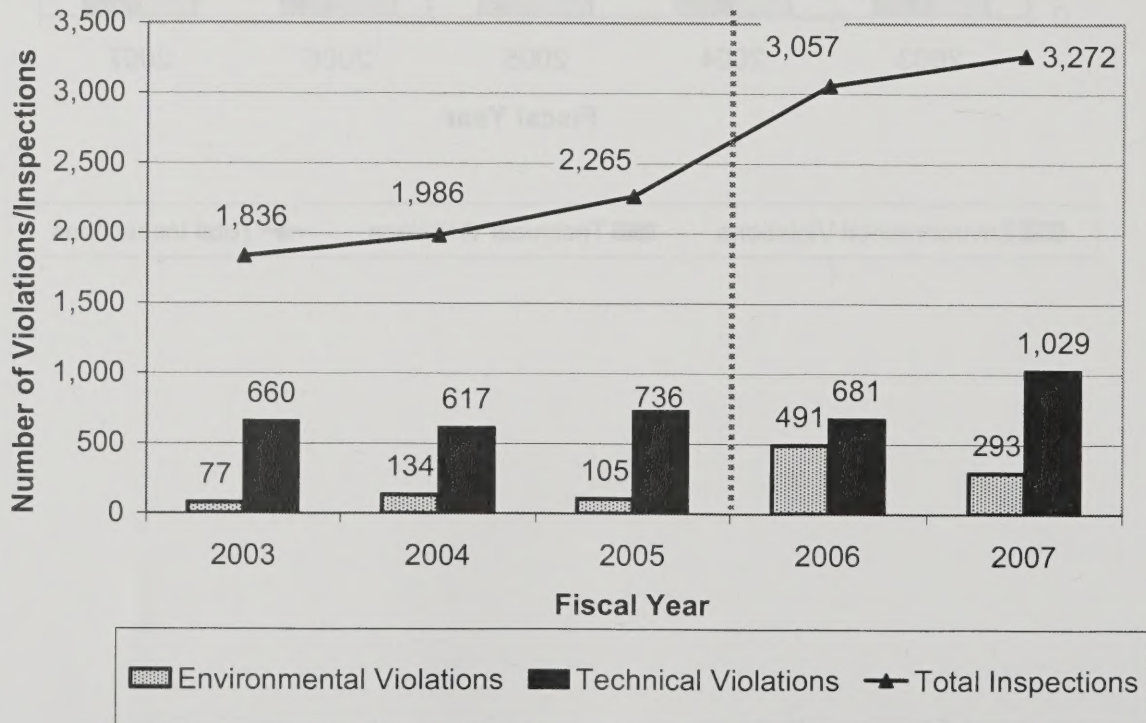


Figure 8-131. Total Environmental and Technical Enforcement Actions for the Rawlins

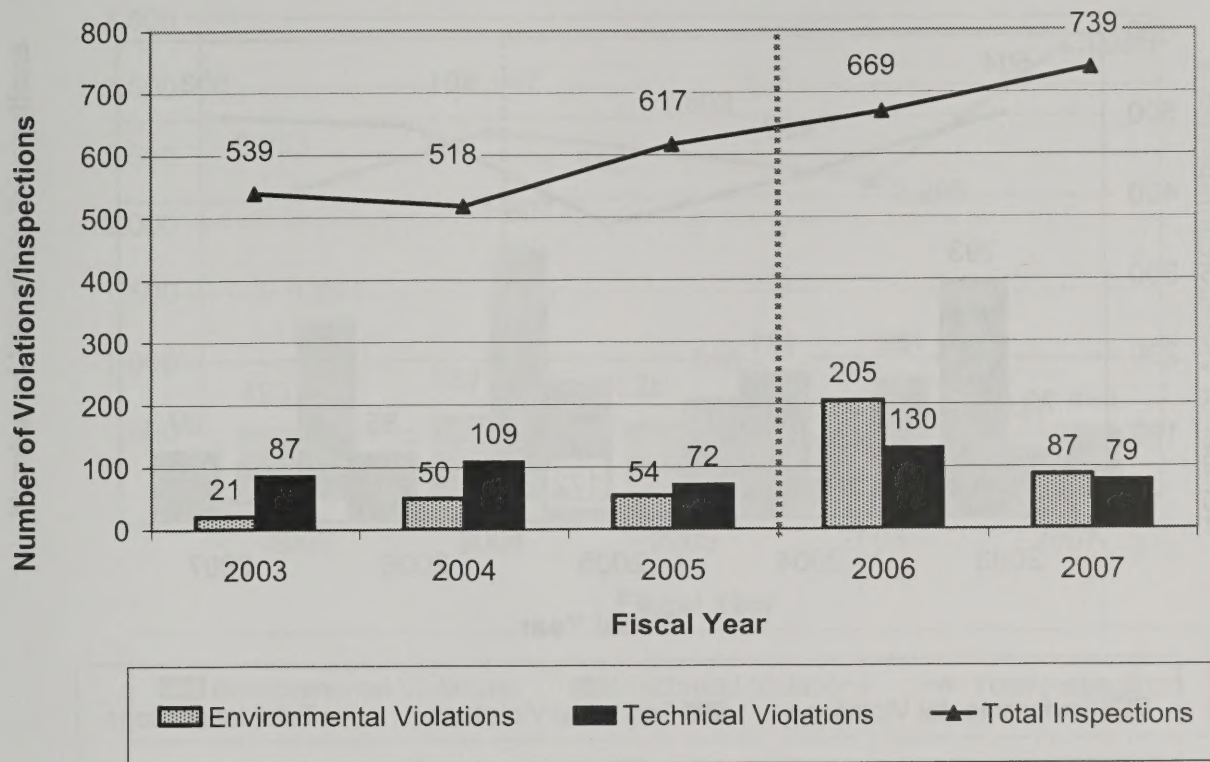


Figure 8-132. Total Environmental and Technical Enforcement Actions for the Glenwood Springs

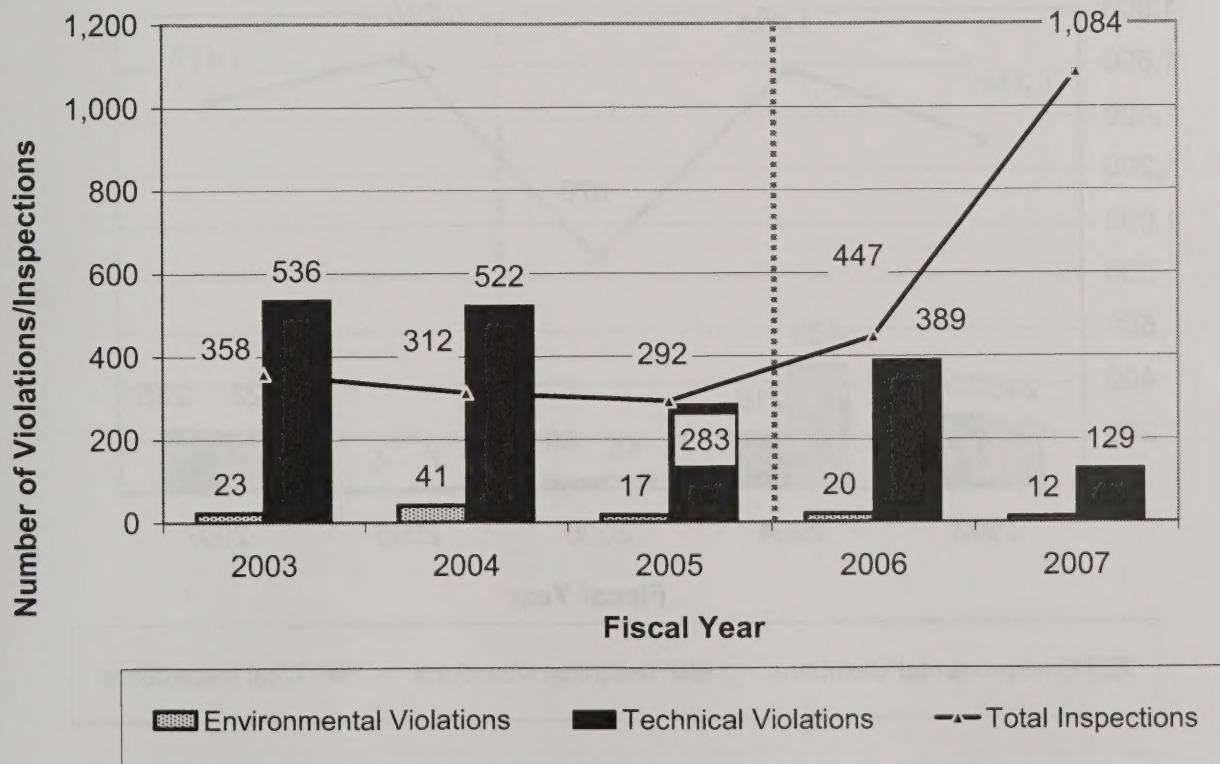


Figure 8-133. Total Environmental and Technical Enforcement Actions for the Vernal

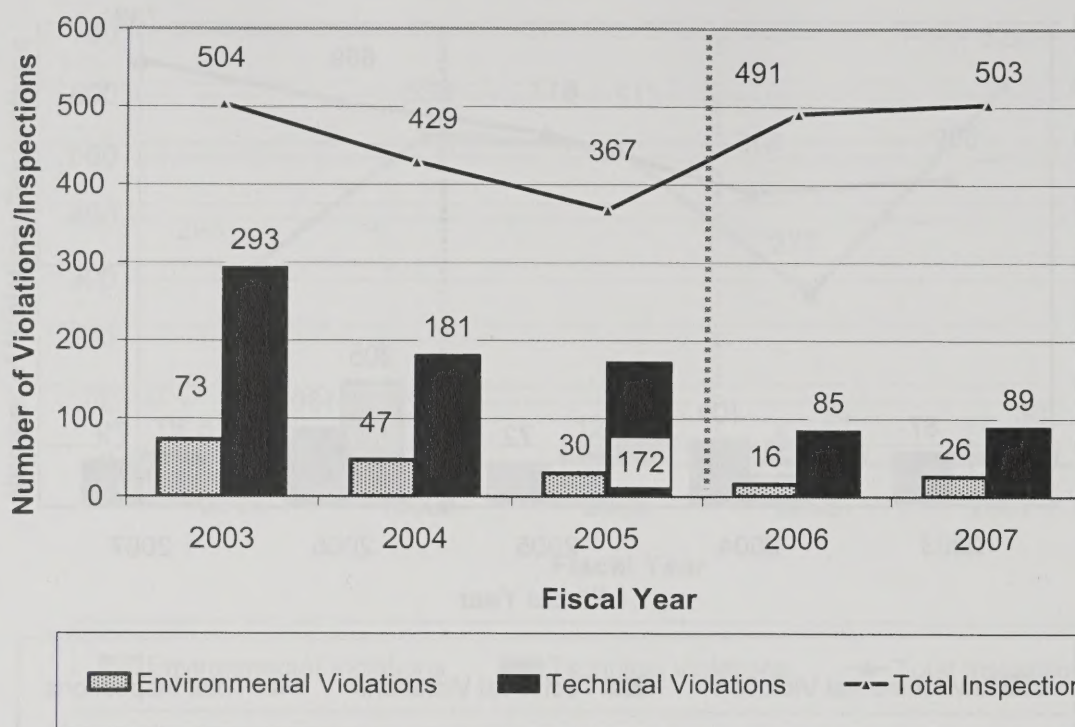


Figure 8-134. Total Environmental and Technical Enforcement Actions for the Farmington

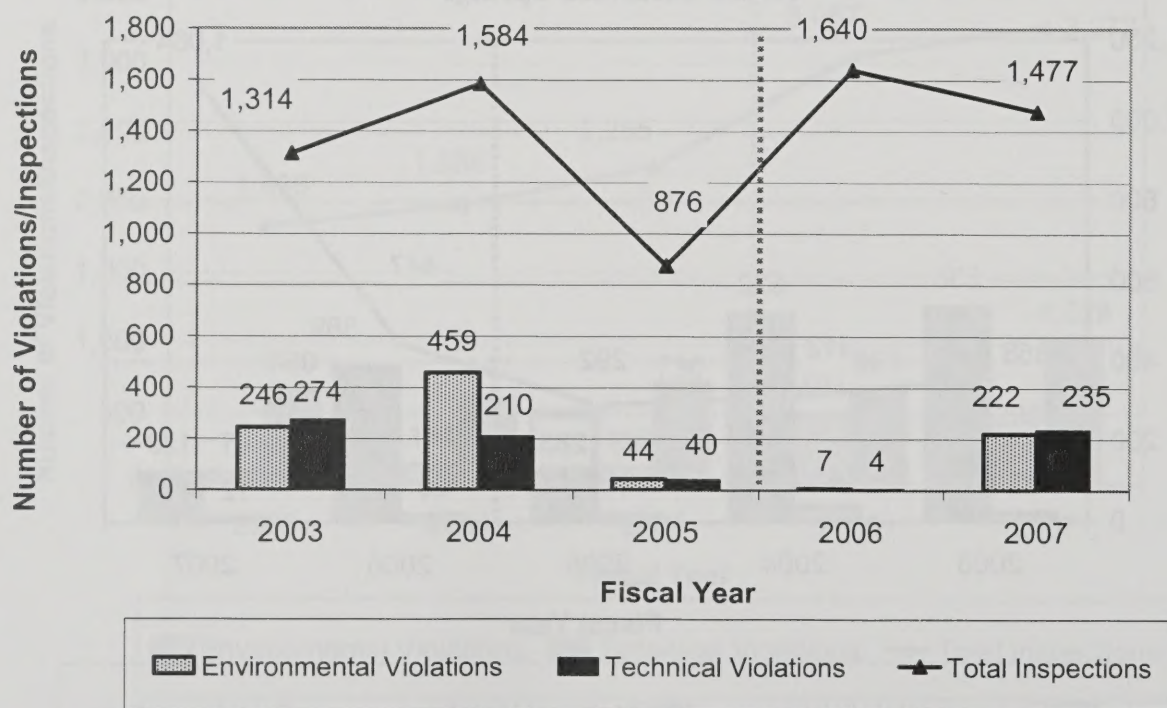
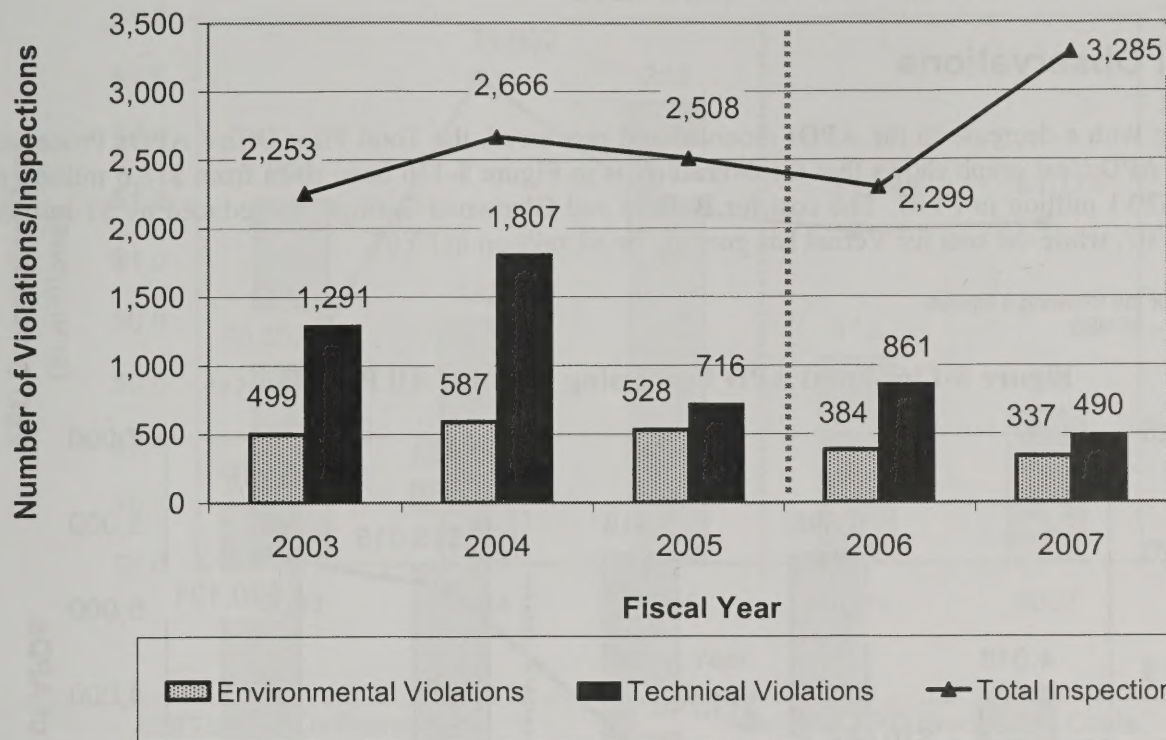


Figure 8-135. Total Environmental and Technical Enforcement Actions for the Carlsbad



FINANCIAL ACCOUNTABILITY RESULTS

Overall Observations

Coinciding with a decrease in the APDs received and processed, the Total Pilot Office APDs Processed and Total APD Cost graph shows that the overall costs in Figure 8-136 have risen from \$18.6 million in FY06 to \$20.1 million in FY07. The cost for Buffalo and Glenwood Springs has reduced by \$1 million each in FY07, while the cost for Vernal has gone up by \$1 million in FY07.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-136. Total APD Processing Cost for All Pilot Offices

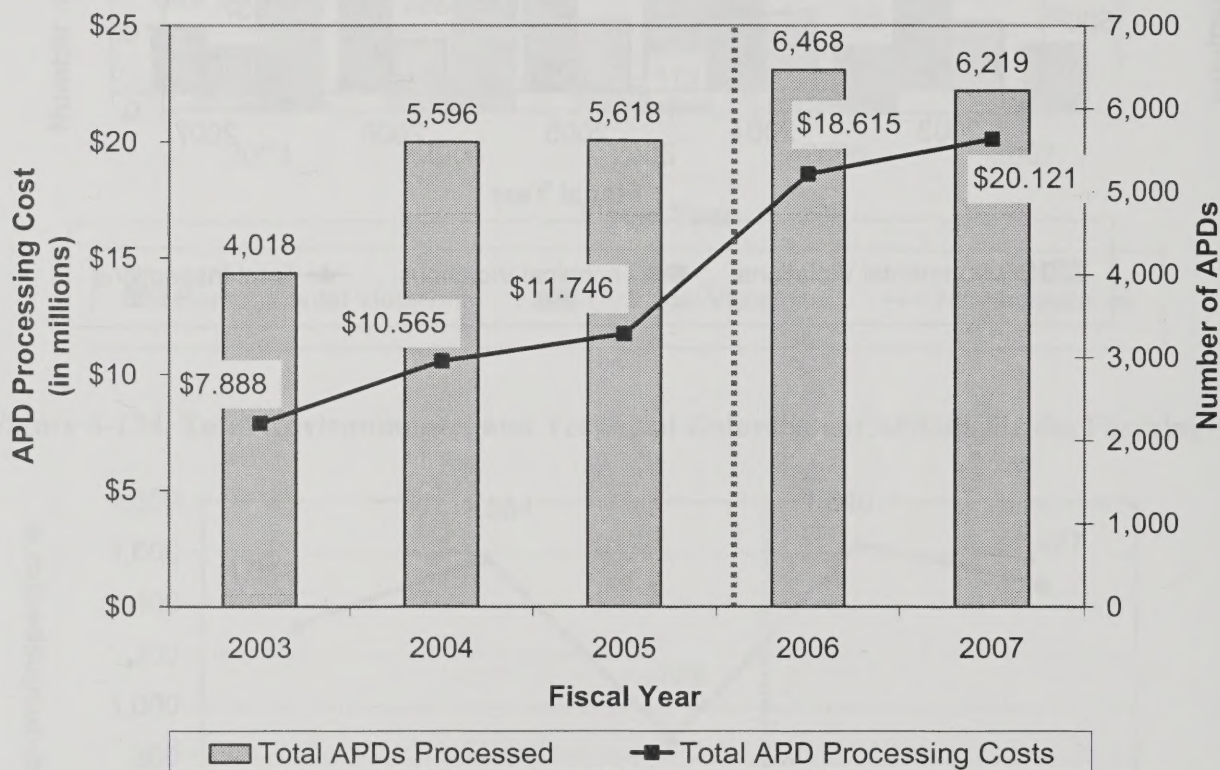


Figure 8-137. Total APD Processing Cost for the Miles City Pilot Office

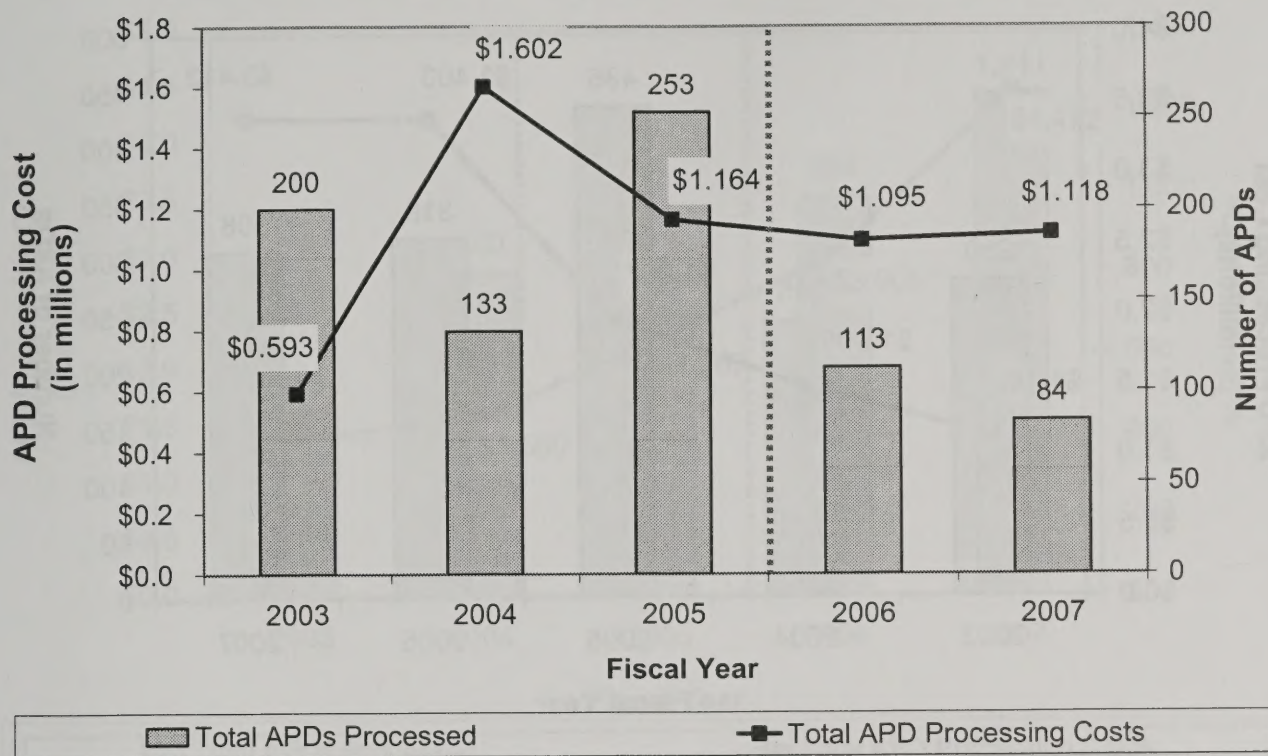


Figure 8-138. Total APD Processing Cost for the Buffalo Pilot Office

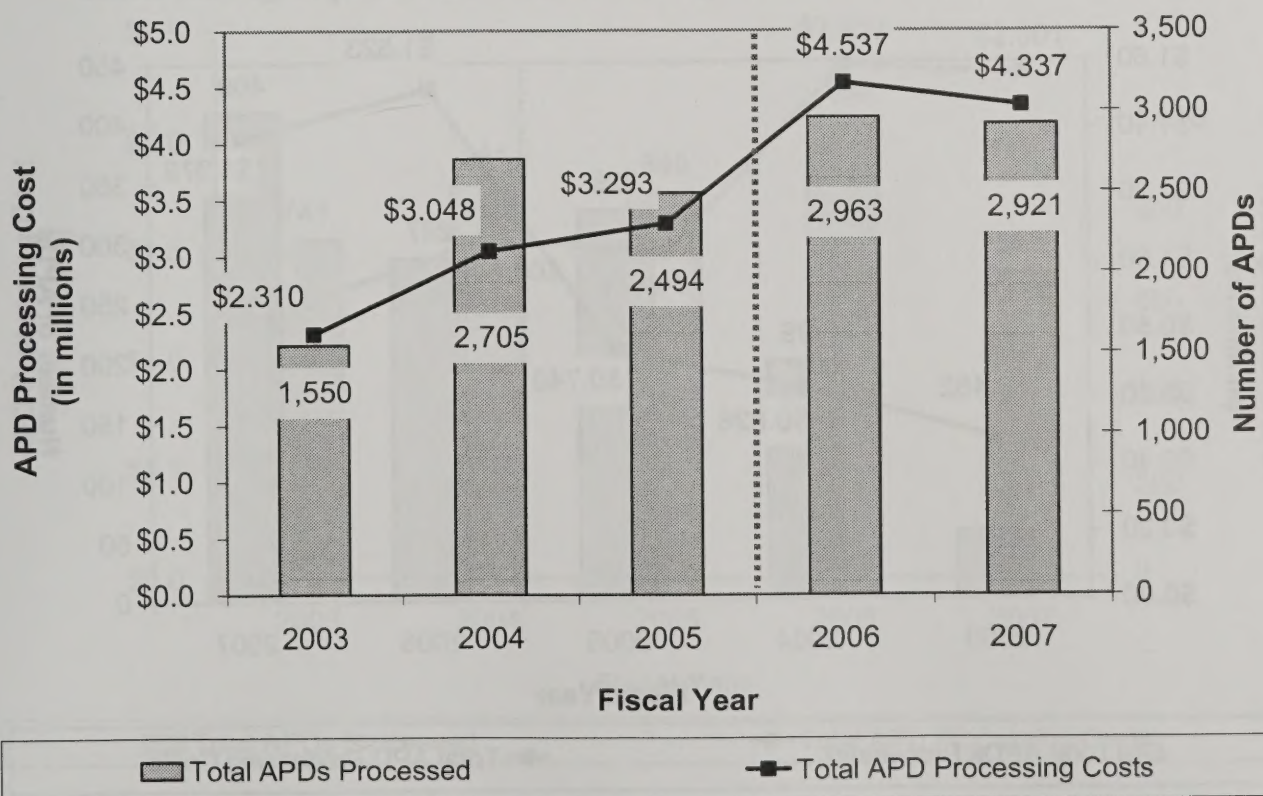


Figure 8-139. Total APD Processing Cost for the Rawlins Pilot Office

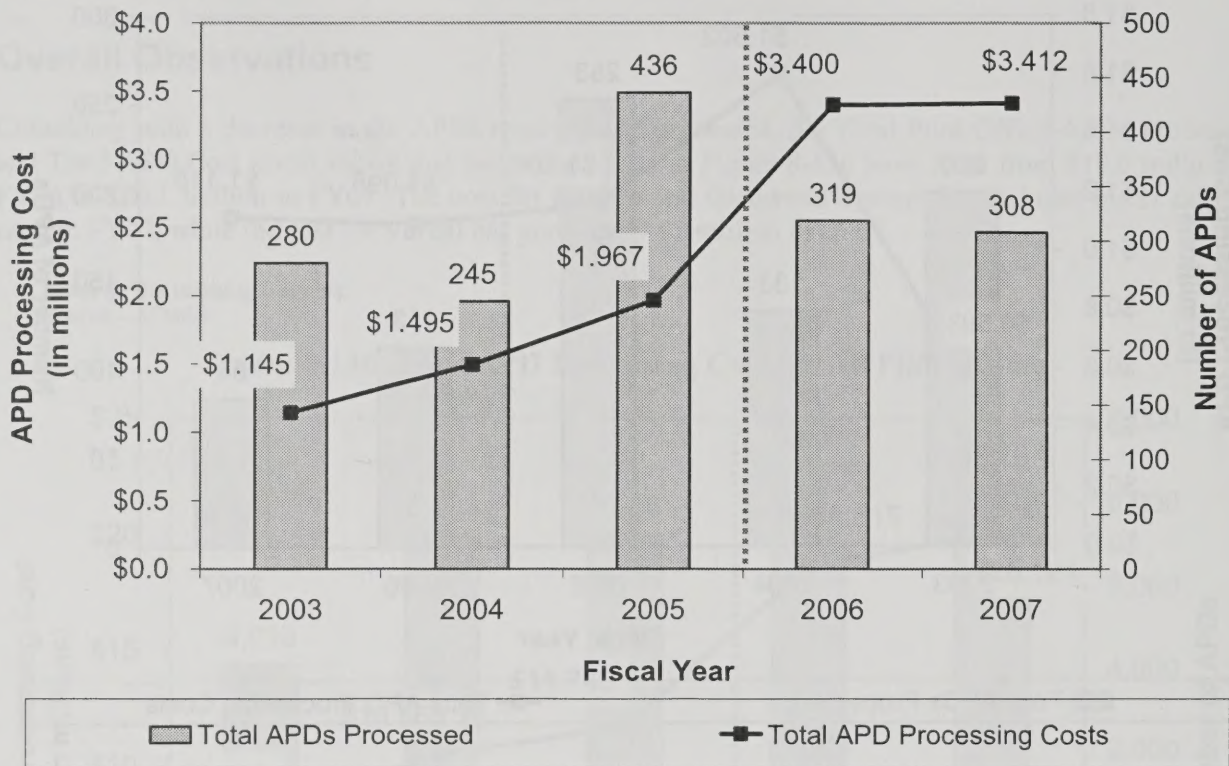


Figure 8-140. Total APD Processing Cost for the Glenwood Springs Pilot Office

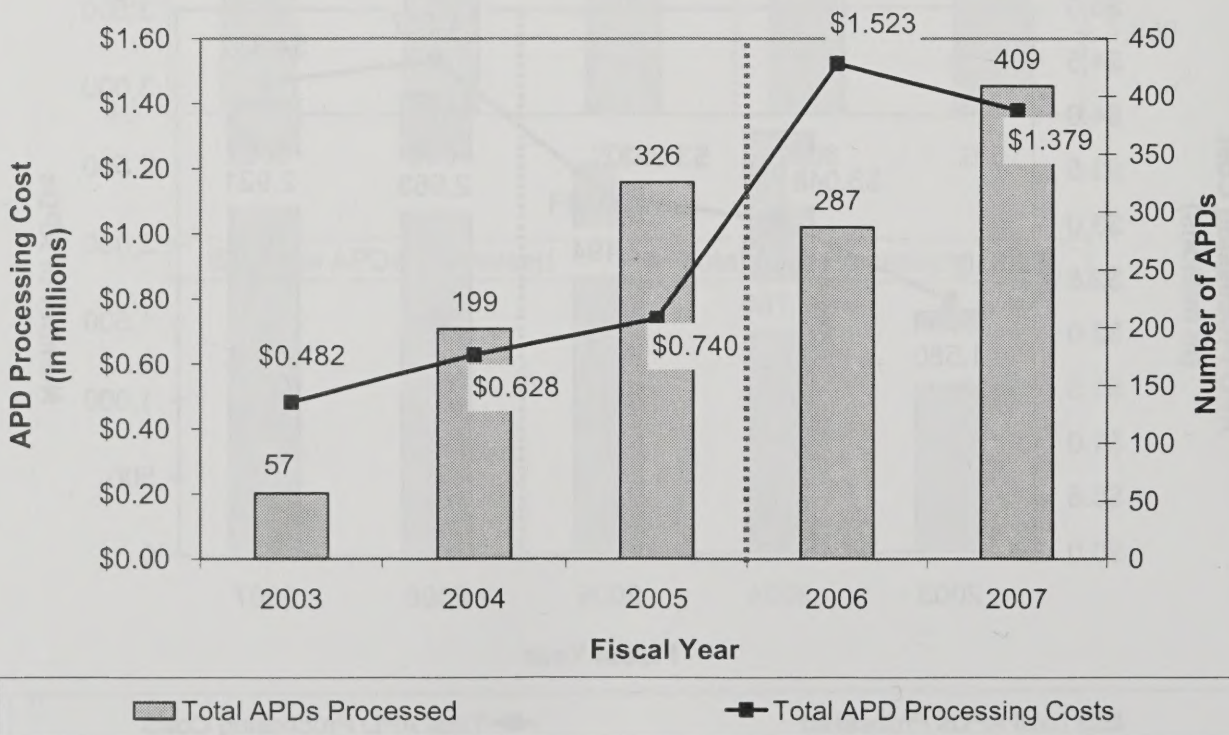


Figure 8-141. Total APD Processing Cost for the Vernal Pilot Office

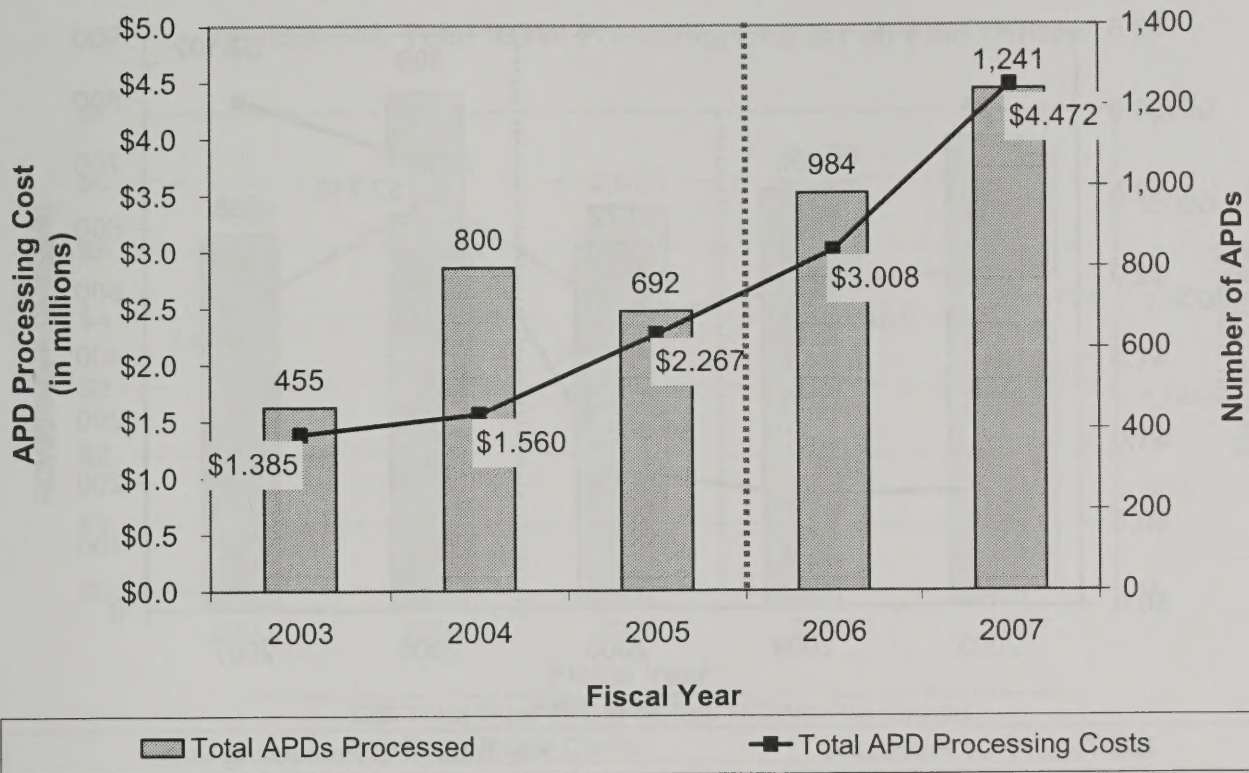


Figure 8-142. Total APD Processing Cost for the Farmington Pilot Office

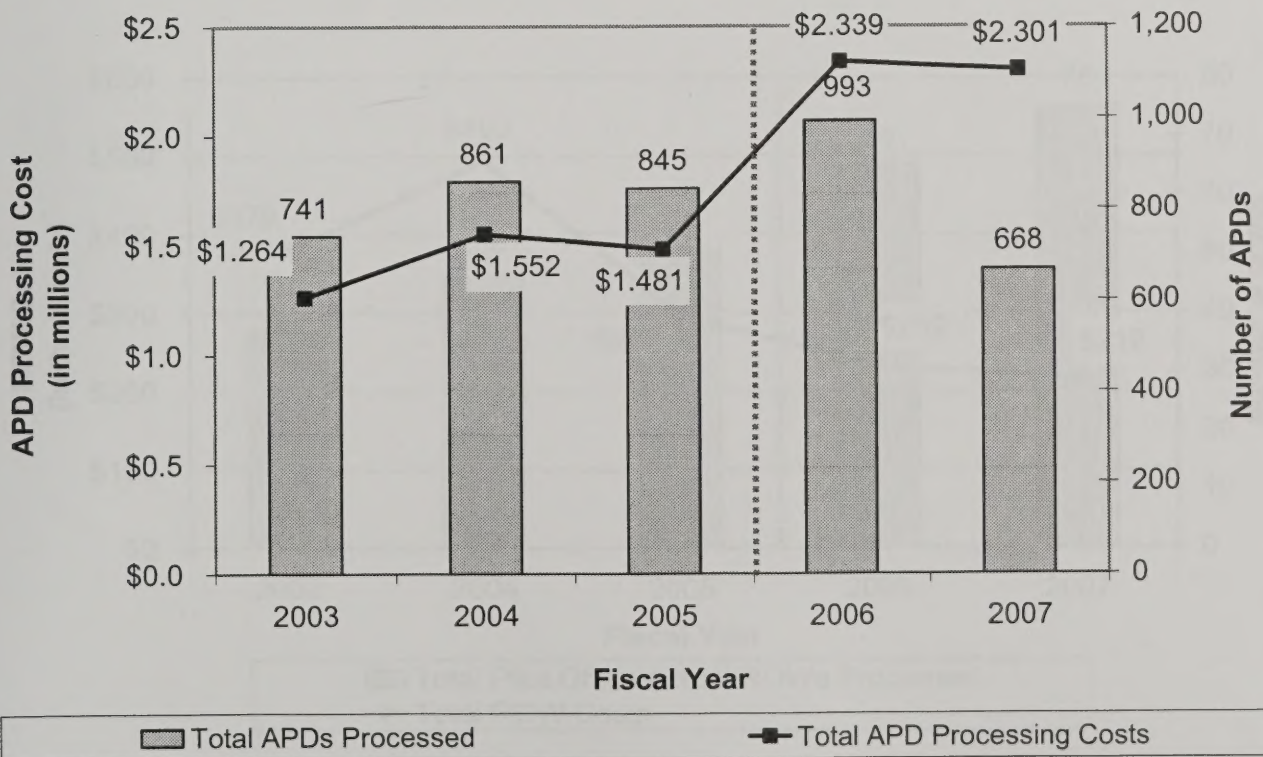
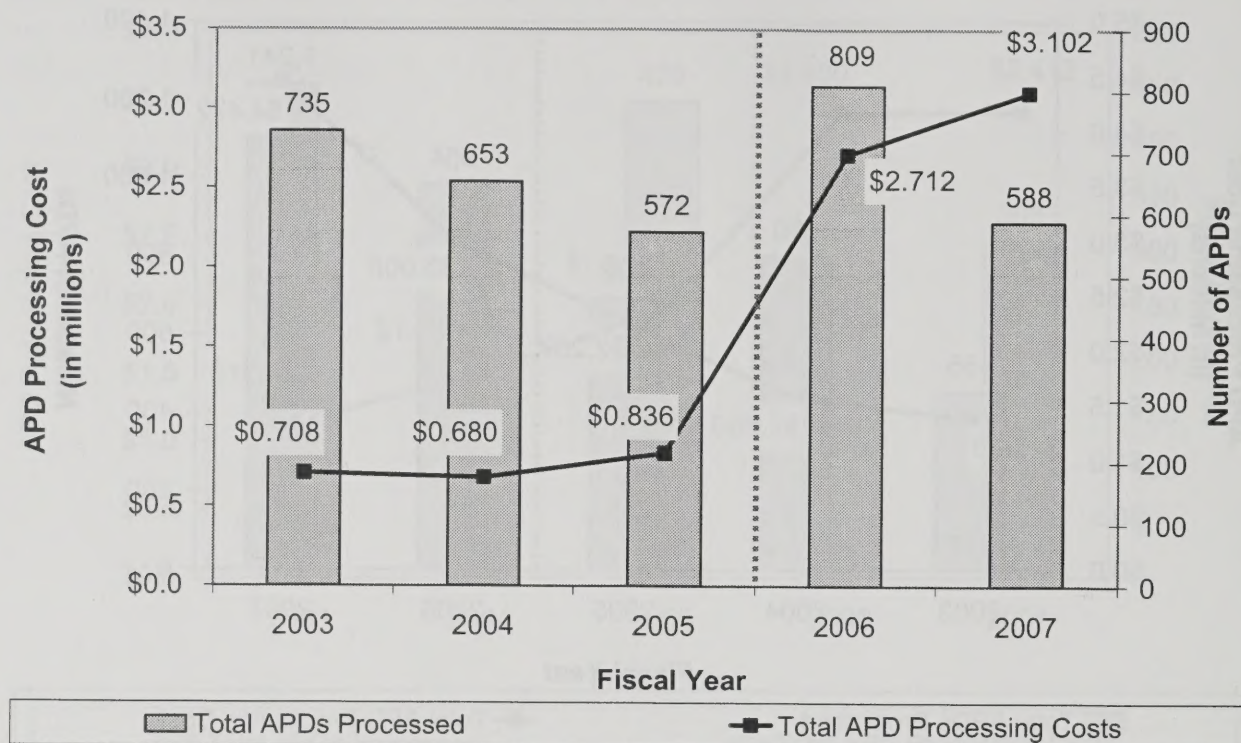


Figure 8-143. Total APD Processing Cost for the Carlsbad Pilot Office



Notes for the following 8 figures:
Total cost for ROWs is rounded to the nearest whole value

Figure 8-144. Total ROW Processing Cost for all Pilot Offices

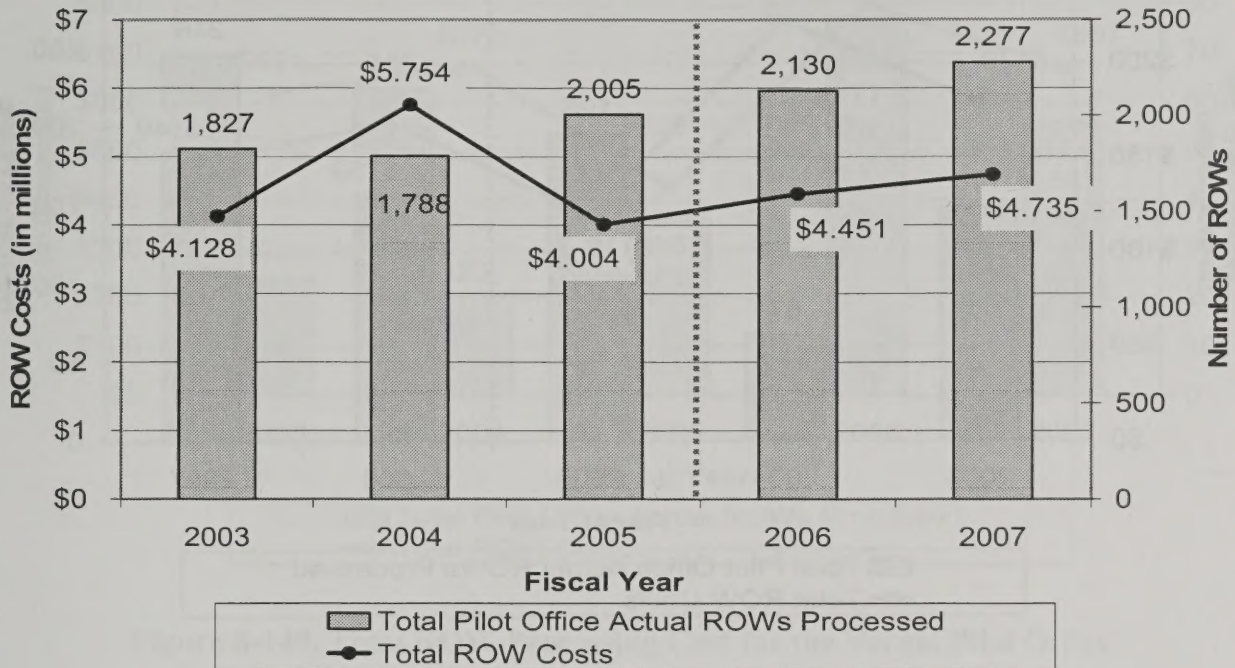


Figure 8-145. Total ROW Processing Cost for the Miles City Pilot Office

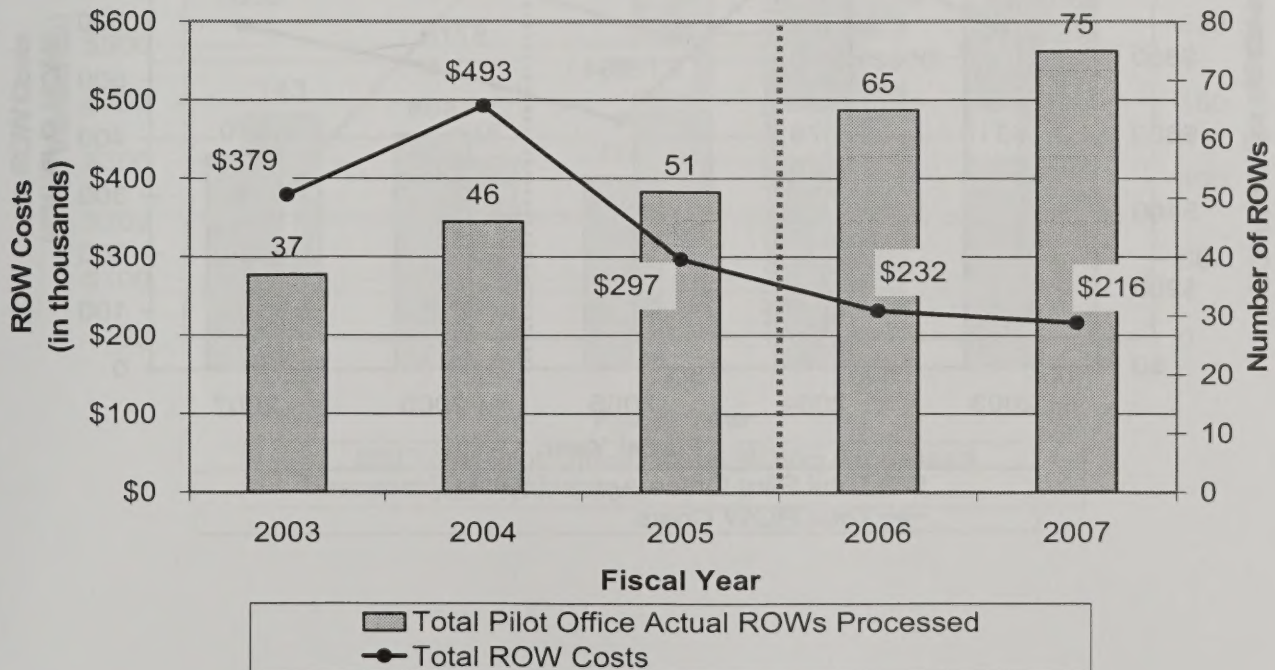


Figure 8-146. Total ROW Processing Cost for the Buffalo Pilot Office

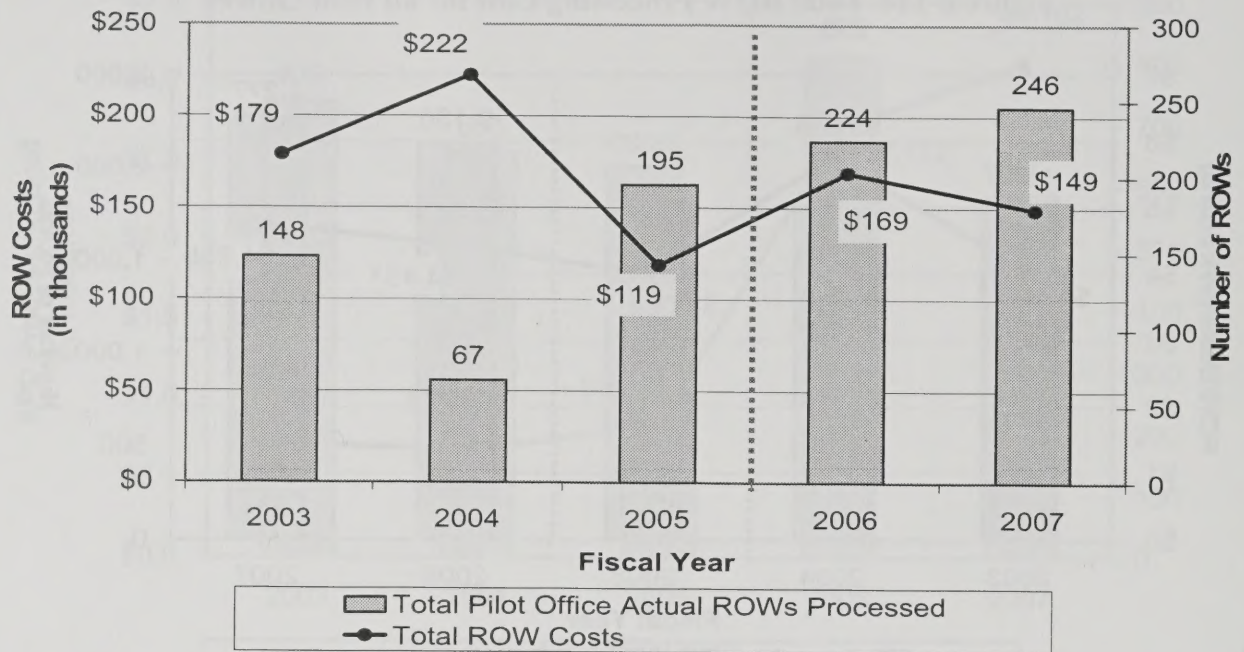


Figure 8-147. Total ROW Processing Cost for the Rawlins Pilot Office

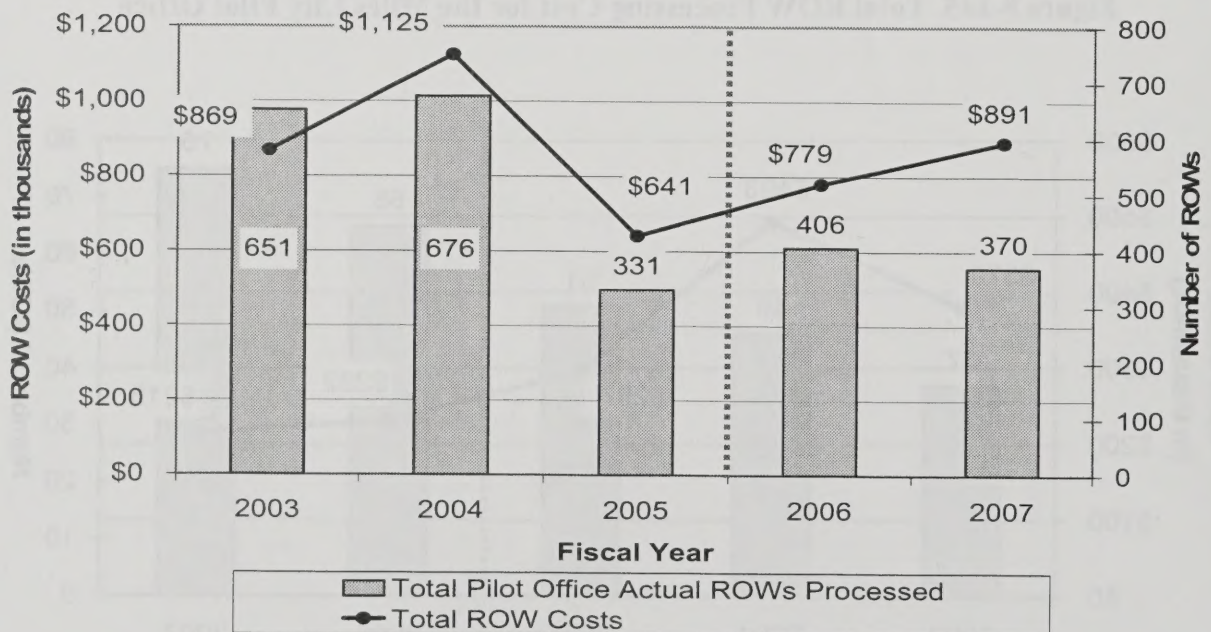


Figure 8-148. Total ROW Processing Cost for the Glenwood Springs Pilot Office

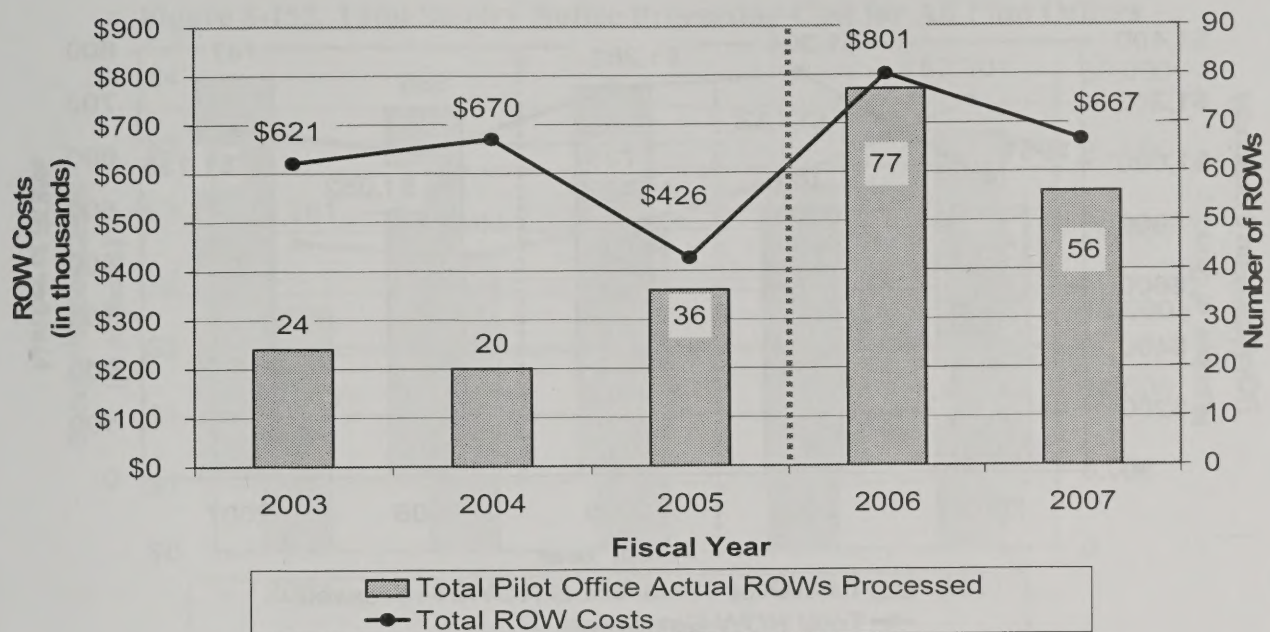


Figure 8-149. Total ROW Processing Cost for the Vernal Pilot Office

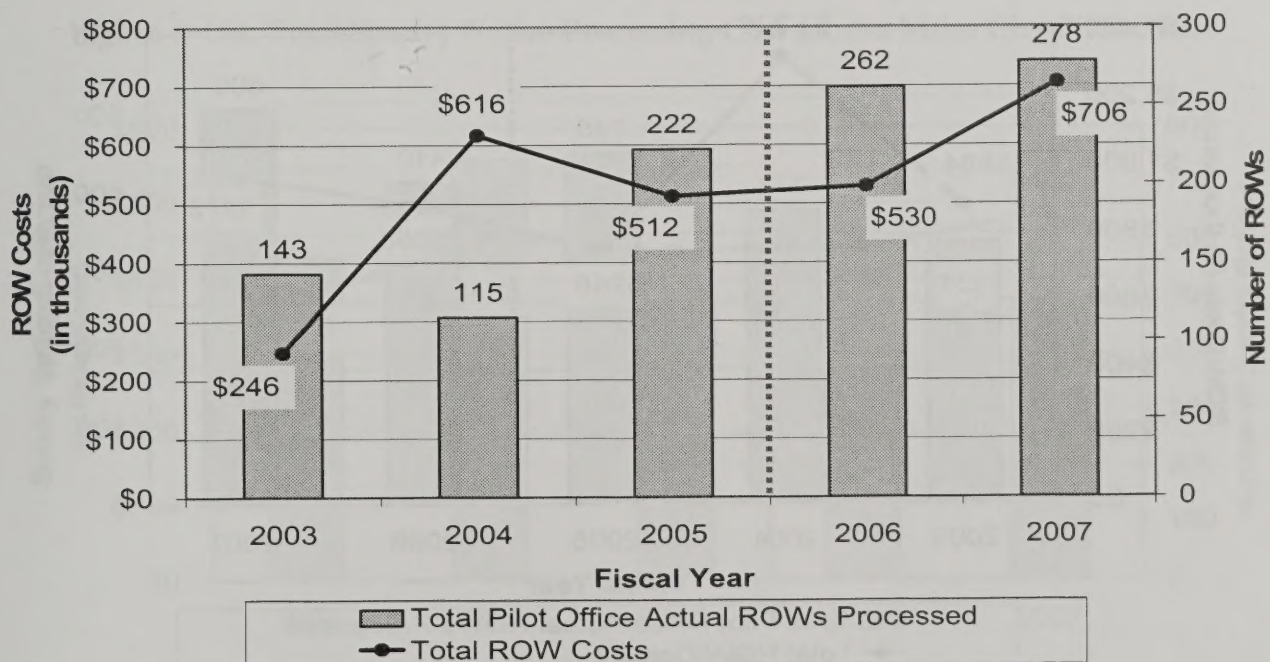


Figure 8-150. Total ROW Processing Cost for the Farmington Pilot Office

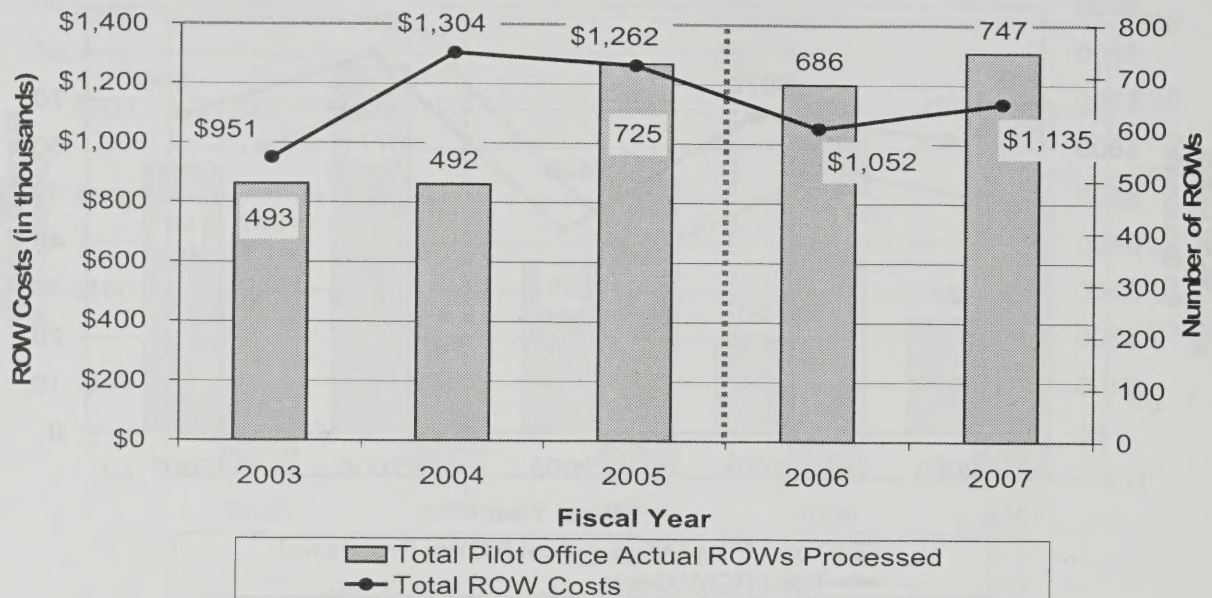
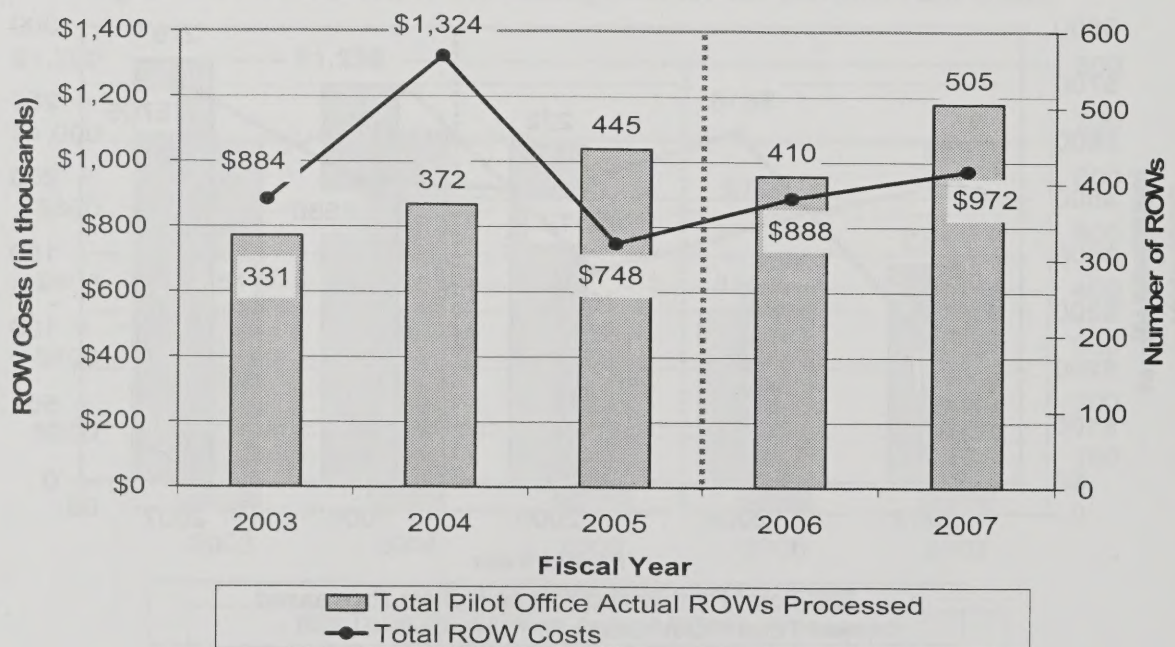


Figure 8-151. Total ROW Processing Cost for the Carlsbad Pilot Office



Notes for the following 8 figures:

Total cost for Sundry Notices is rounded to the nearest whole value.

Figure 8-152. Total Sundry Notice Processing Cost for All Pilot Offices

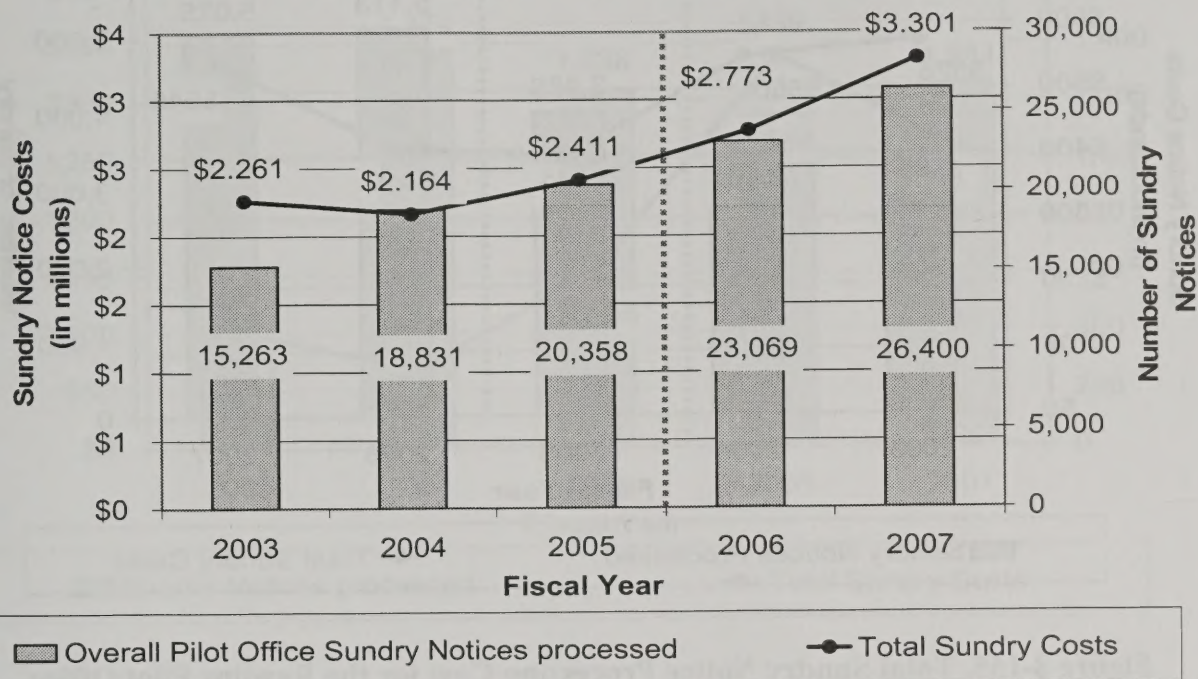


Figure 8-153. Total Sundry Notice Processing Cost for the Miles City Pilot Office

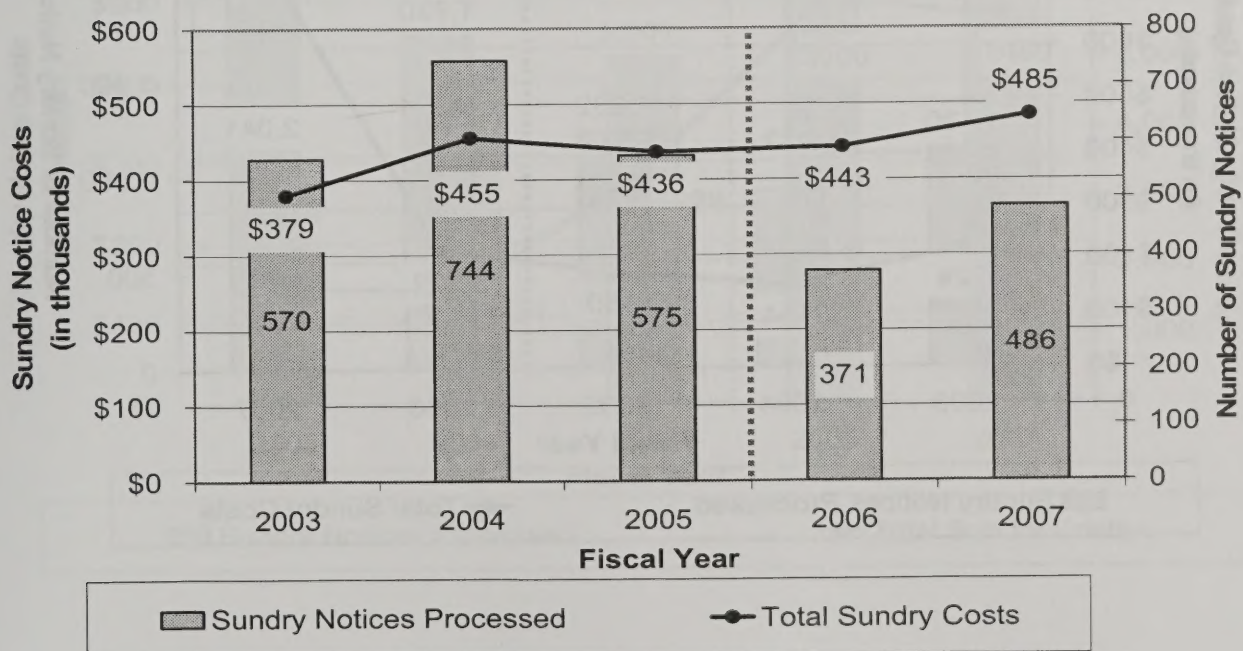


Figure 8-154. Total Sundry Notice Processing Cost for the Buffalo Pilot Office

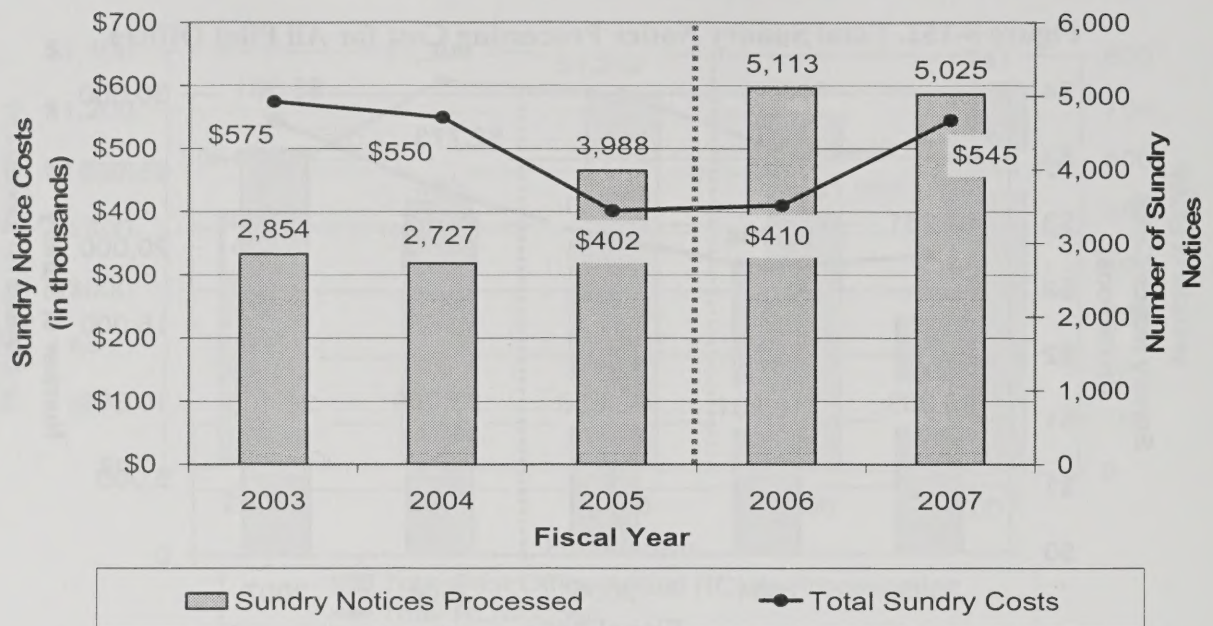


Figure 8-155. Total Sundry Notice Processing Cost for the Rawlins Pilot Office

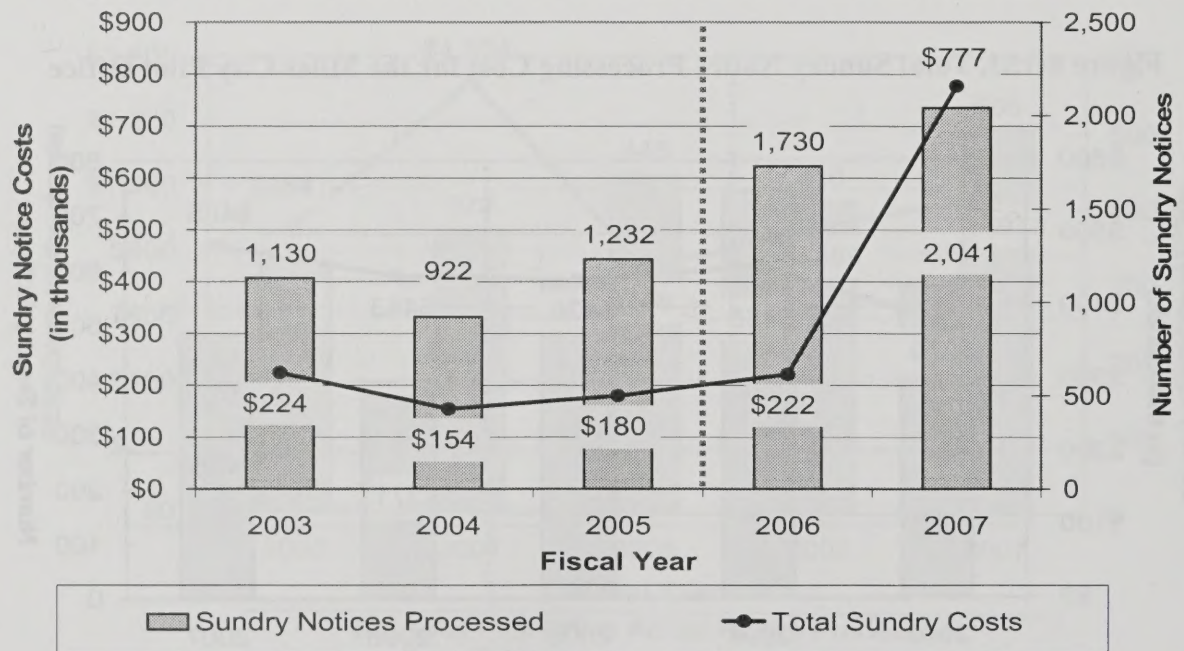


Figure 8-156. Total Sundry Notice Processing Cost for the Glenwood Springs Pilot Office

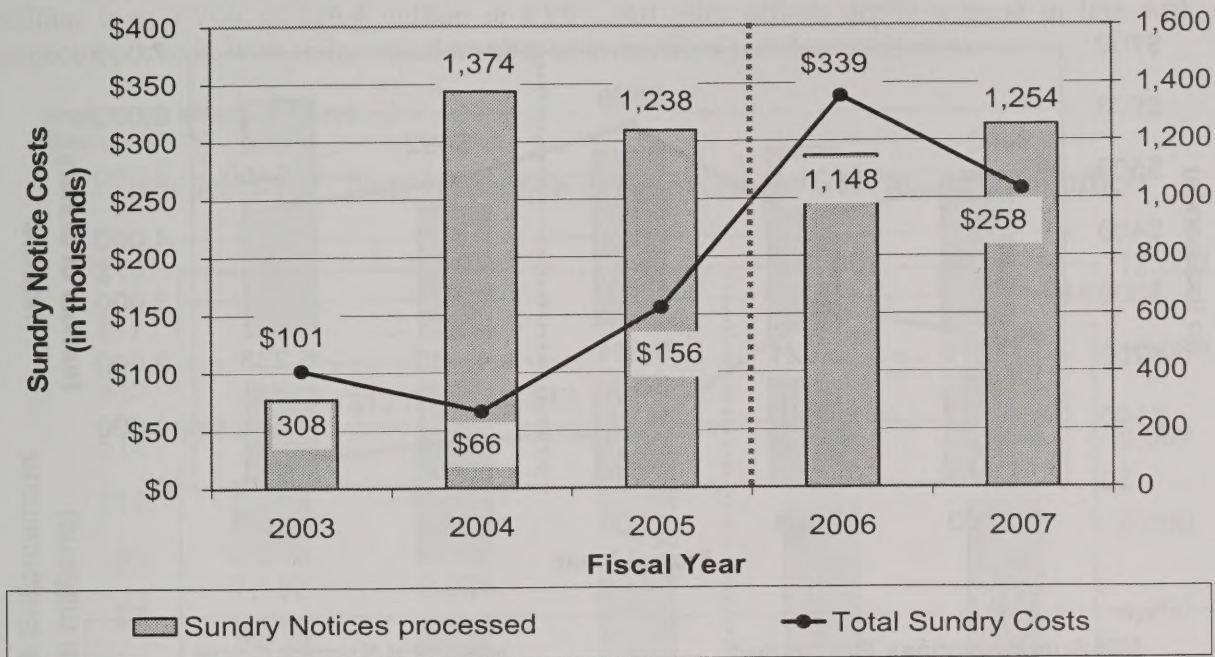


Figure 8-157. Total Sundry Notice Processing Cost for the Vernal Pilot Office

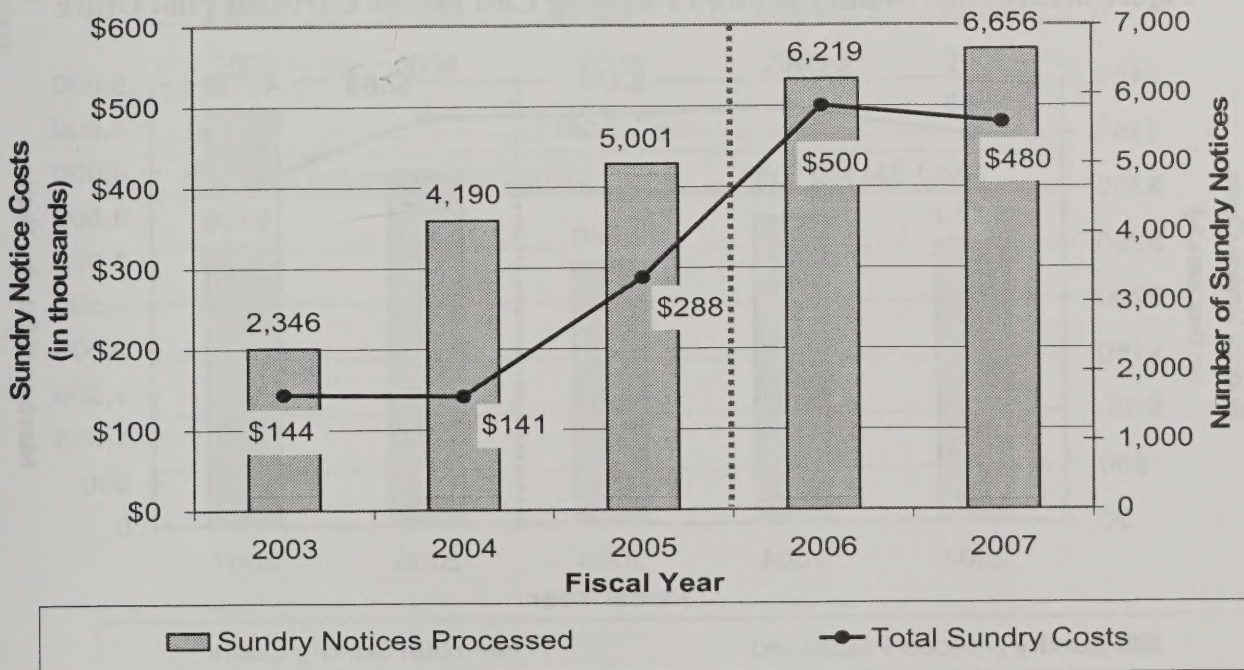


Figure 8-158. Total Sundry Notice Processing Cost for the Farmington Pilot Office

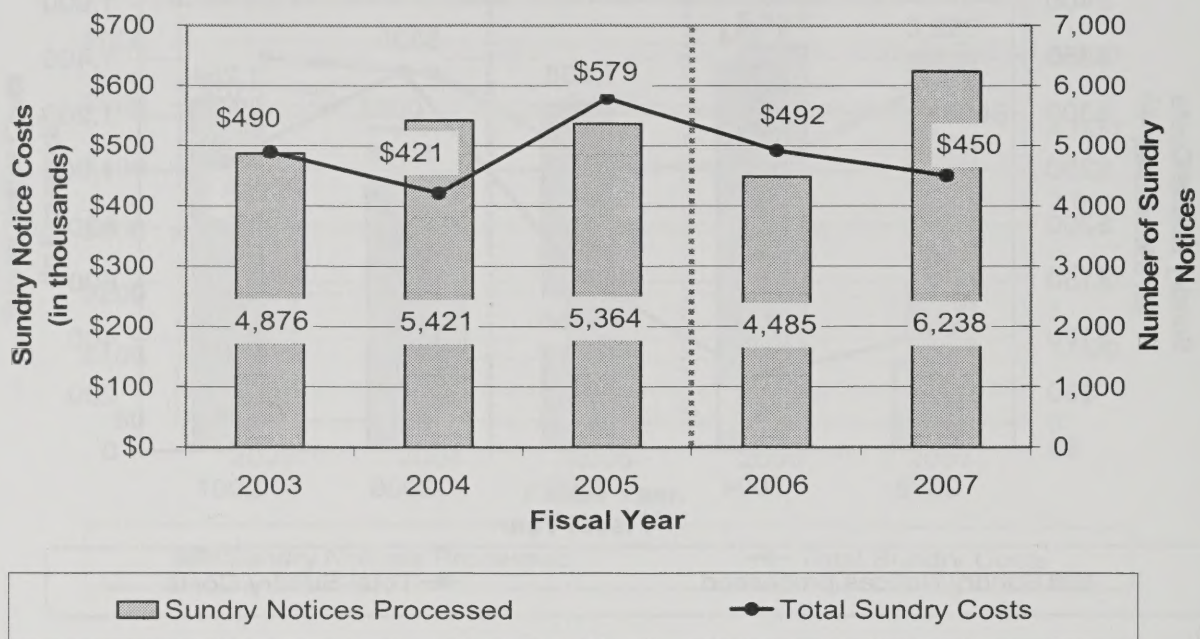
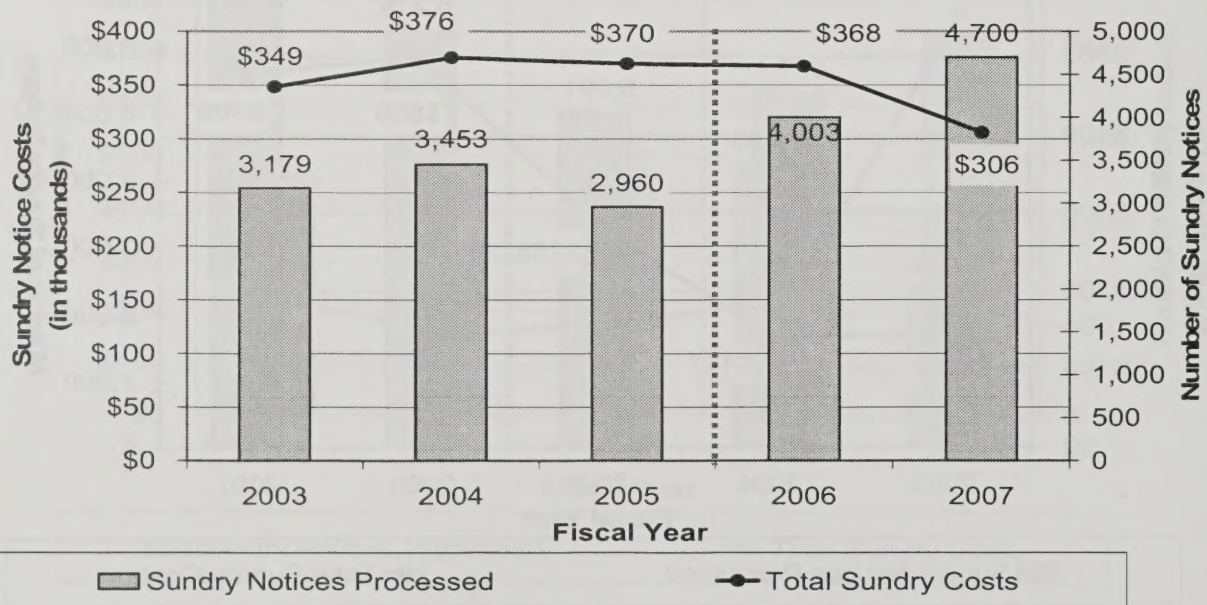


Figure 8-159. Total Sundry Notice Processing Cost for the Carlsbad Pilot Office



Coinciding with a significant increase in inspections, the Total Pilot Office Inspections Completed and Total Inspections Cost graph shows that the overall costs in Figure 8-160 have decreased from \$17.6 million from FY06 to \$16.4 million in FY07. All pilot offices depict a trend in line with overall inspections trends, with an increased number of inspections and decreased costs.

Notes for the following 8 figures:
Source – AFMSS

Figure 8-160. Total Inspection & Enforcement Cost for All Pilot offices

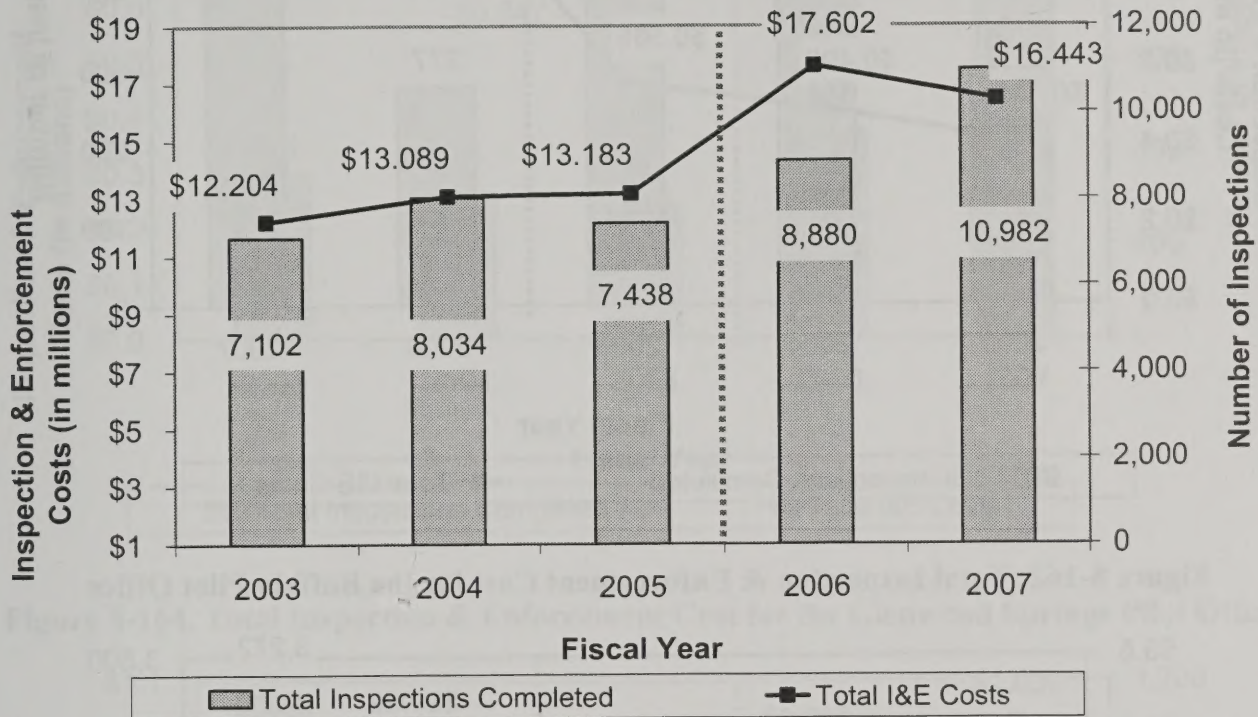


Figure 8-161. Total Inspection & Enforcement Cost for the Miles City Pilot Office

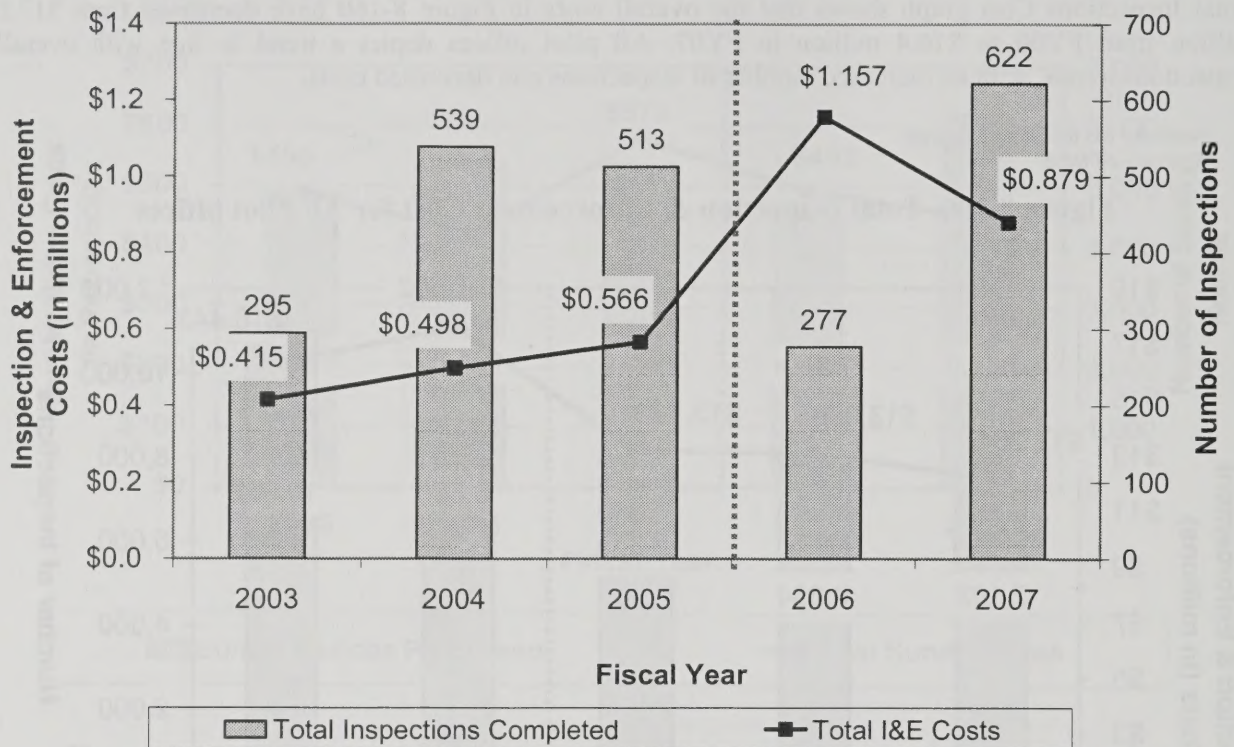


Figure 8-162. Total Inspection & Enforcement Cost for the Buffalo Pilot Office

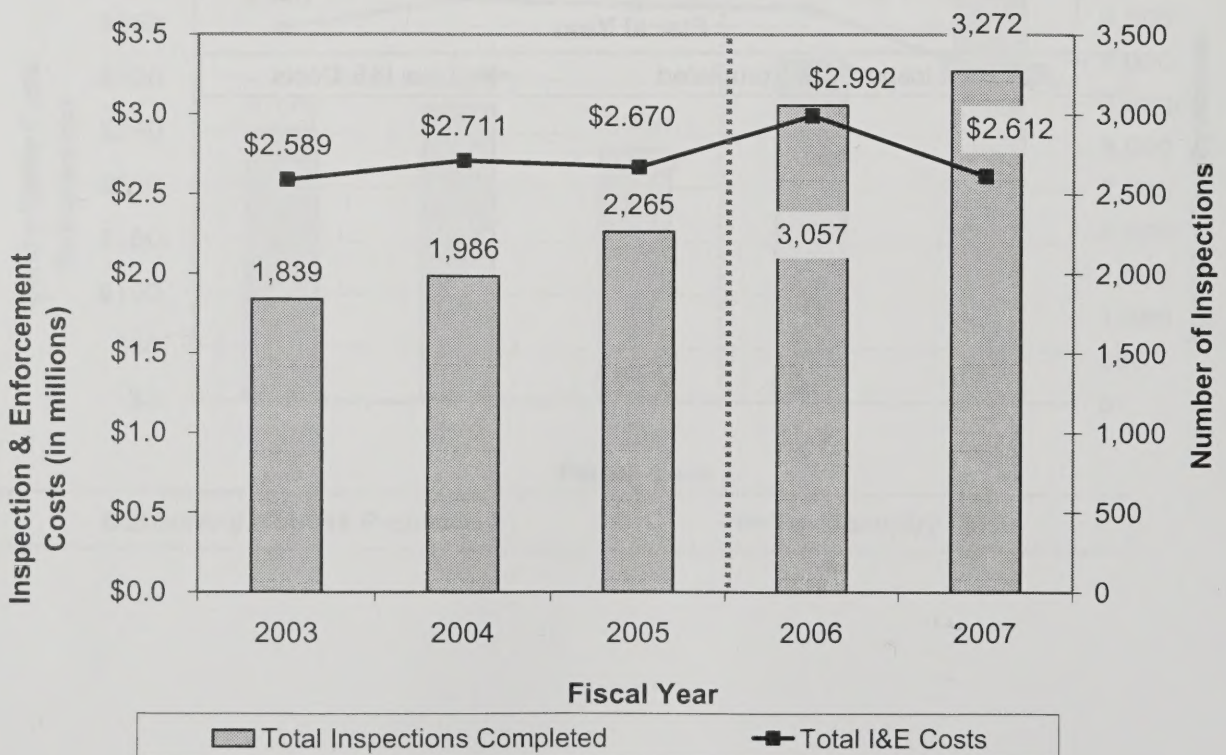


Figure 8-163. Total Inspection & Enforcement Cost for the Rawlins Pilot Office

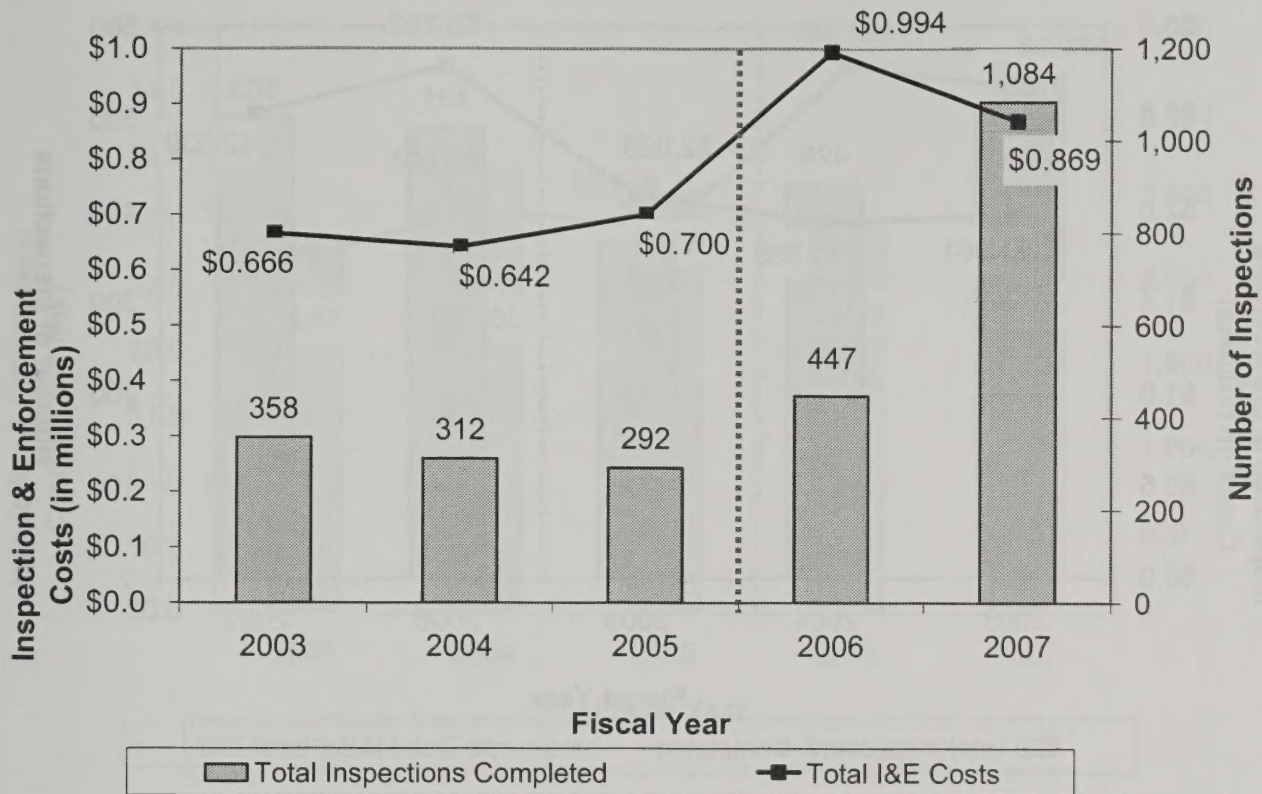


Figure 8-164. Total Inspection & Enforcement Cost for the Glenwood Springs Pilot Office

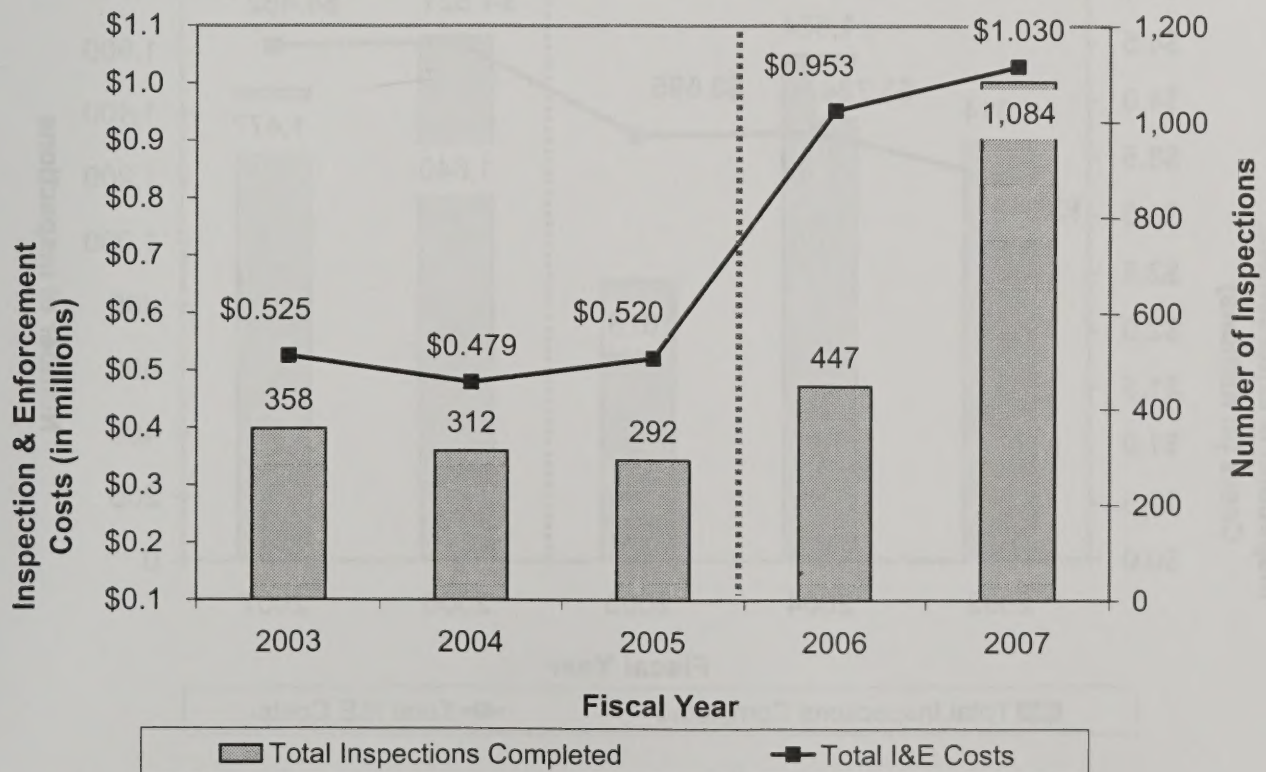


Figure 8-165. Total Inspection & Enforcement Cost for the Vernal Pilot Office

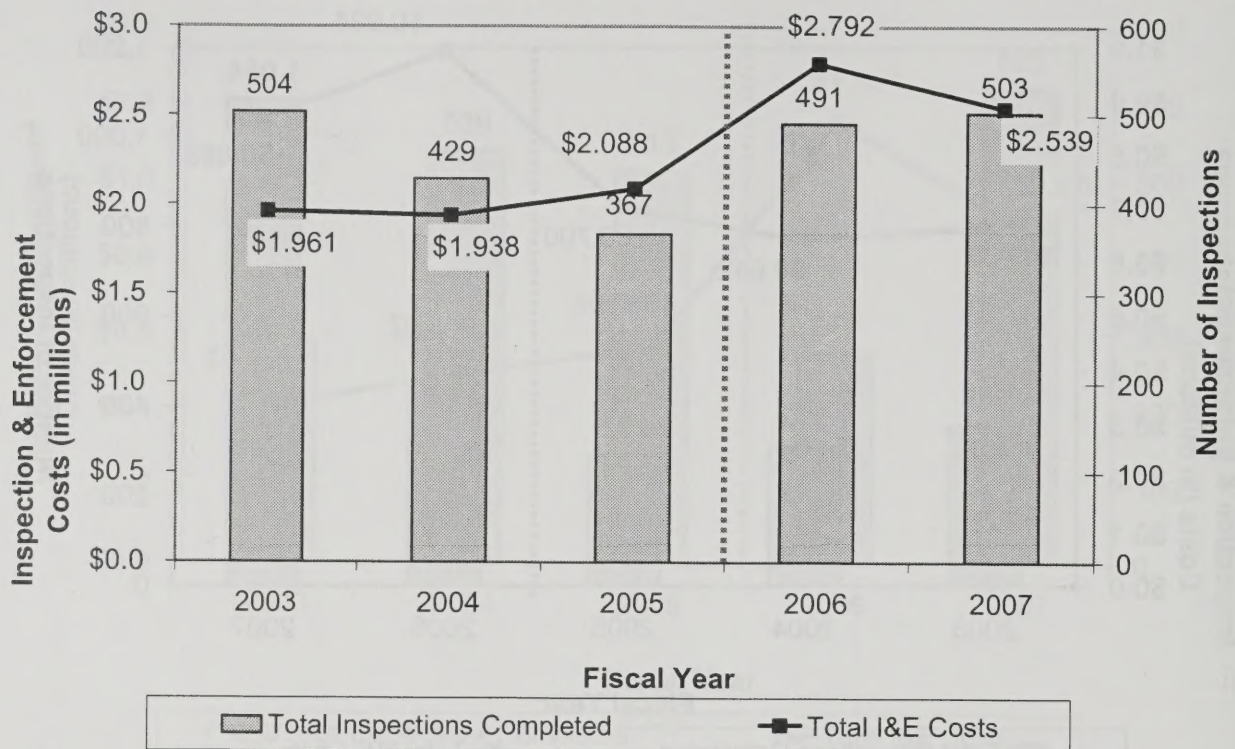


Figure 8-166. Total Inspection & Enforcement Cost for the Farmington Pilot Office

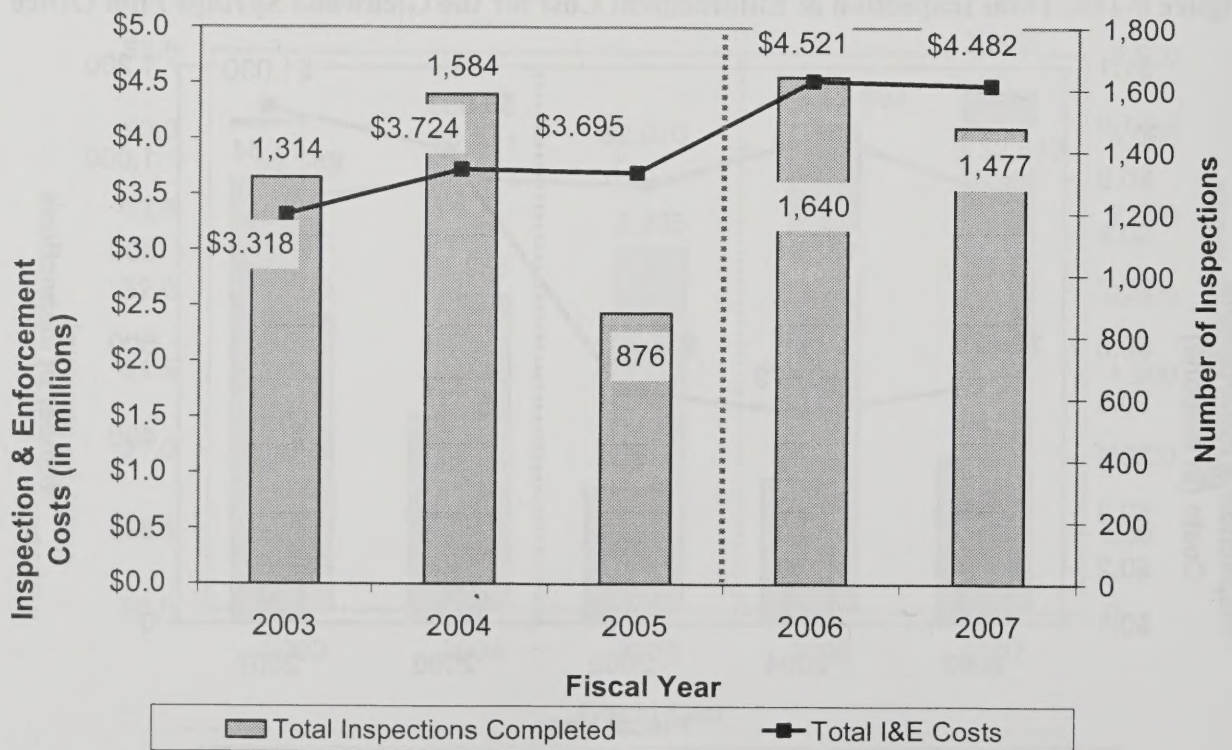
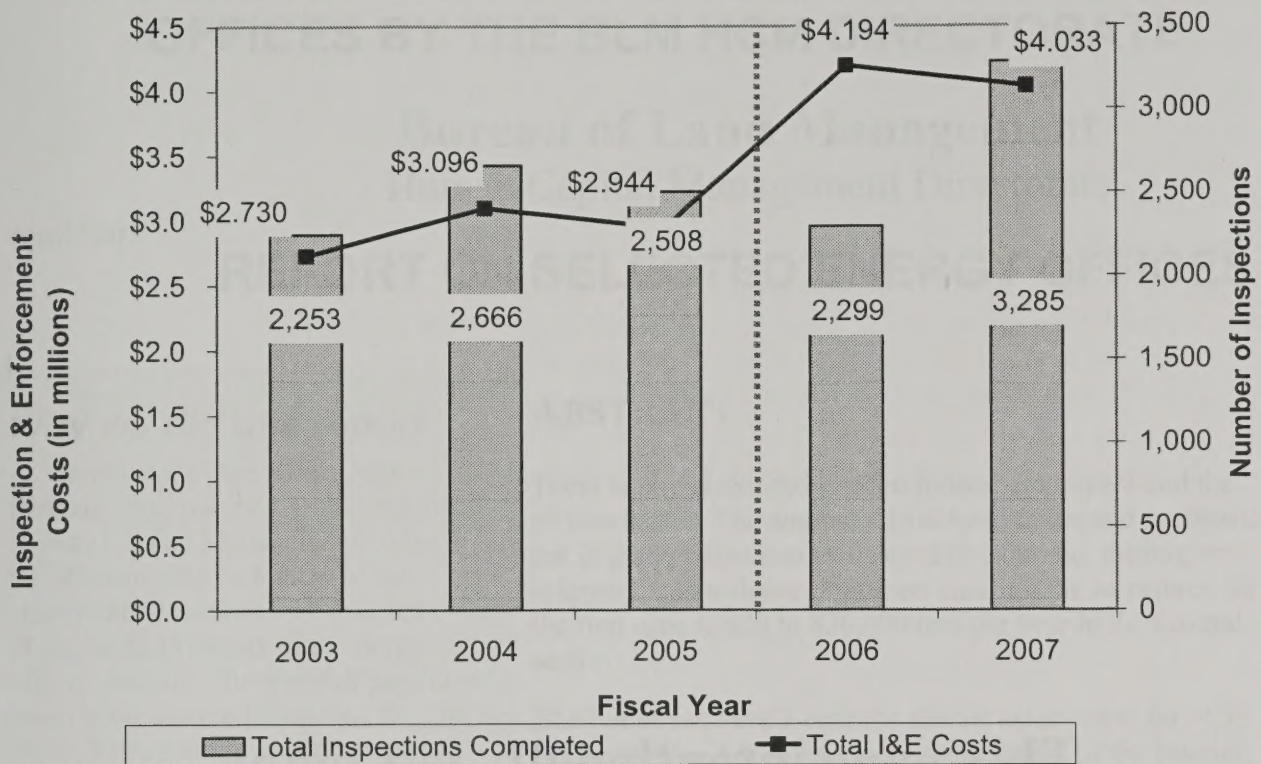


Figure 8-167. Total Inspection & Enforcement Cost for the Carlsbad Pilot Office



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APPENDIX 9—REPORT ON SELECTED ENERGY OFFICES BY THE BLM HCM DIRECTORATE

Bureau of Land Management Human Capital Management Directorate

April 2007

REPORT ON SELECTED ENERGY OFFICES

Why we did this report

At the request of the BLM Deputy Director, the Assistant Director for Human Capital Management (AD-HCM) completed a review of the classification accuracy of selected types of positions in the six pilot energy offices. Initially, the types of positions under review were Petroleum Engineers (PEs), Petroleum Engineering Technicians (PETs), and Natural Resource Specialists (NRS) working in energy development. The six pilot energy offices reviewed in Buffalo, Wyoming (WY); Carlsbad, New Mexico (NM); Farmington, NM; Glenwood Springs, Colorado (CO); Miles City, Montana (MT); Vernal, Utah (UT); and Pinedale, WY.

AD-HCM was also asked to obtain employee feedback on a number of human resource and training issues that the BLM Director observed during site visits to the pilot energy offices. As part of this, a team of HR and managers interviewed employees at these field offices about their work environment. The team asked employees in these offices about morale, housing, workload, work/life balance, management, training, compensation, and classification. The qualitative responses provided a wide range of ideas for improvements which are also included in this report.

ABSTRACT

There is pay disparity between federal employees and the private sector. The amount varies by location and occupation but in many cases is significant. For example, starting salaries for Petroleum Engineers entering the workforce for the first time is \$20 to \$30,000 less per year in the Federal sector.

BLM does not have a case for special salary rates for PETs or Geologists. According to the Department of the Interior, BLM does not have a strong case for Petroleum Engineers because we are not using incentives. BLM paid a combined total of four incentive awards from FY 2004 - 2006 to employees in the petroleum engineering occupational series.

All audited positions were determined to be properly classified; however, in some cases there were differences in grades between states because of the way work was organized.

Morale within these field offices varied, but overall the morale in all the energy offices will be reported as good.

Work/Life balance. The workload places tremendous pressure of these employees and some reported feeling “guilty” for taking any type of leave because of its impact on other employees.

In some locations the lack of available housing or the high cost of housing poses a real challenge, especially for new employees moving to area.

The amount and types of training offered to new employees varied in the offices and some employees in career ladder positions reported the need for development plans to ensure that have sufficient training to complete their workloads at the different performance levels.

AD HCM will issue updates on implementing the recommendations.

RECOMMENDATIONS

Based on the analysis completed, the team developed several recommendations to improve employee performance, management, and training for the Pilot Offices. Many actions have already been taken based on these recommendations to resolve the concerns identified.

Classification

- AD HCM should investigate the options of establishing a mixed interval pattern or establish training agreements which offer exclusion from time-in-grade promotion requirements for Petroleum Engineering Technicians
- State Directors in the pilot energy office states should examine and modify the supervisory structures in the pilot energy offices to achieve the optimal supervisor to employee ratio.
- State HR offices in Colorado, Wyoming, Montana, Utah, and New Mexico should develop more accurate descriptions of work for employees assigned at the less than full performance level.
- AD HCM should issue standard position descriptions for Petroleum Engineering Technicians upon the publication of a new classification standard for the Job Family Standard for Technician Work in Engineering Occupations.

Compensation

- The Deputy Director should delegate authority for recruitment and retention incentives to the servicing HR offices, along with detailed AD-HCM guidance to the HR Office.
- AD-HCM should work with the Minerals Management Service (MMS) Human Resources to evaluate the need for adjustment to the special salary rates for Petroleum Engineers and PETs and where justified, pursue a special salary rate adjustment at a Department level.
- AD-HCM should issue guidance and communicate the opportunity to maximize the use of Student Loan Repayment incentives.
- State Directors could investigate providing housing solutions such as corporate apartments or mobile homes.

Training and Development

- The National Training Center (NTC) should assess training professional training needs and delivery methods in these energy offices, which should include an assessment of training needs for surface protection, AFMSS, and specialized training to maintain current industry advancements in the oil and gas industry.
- State HR offices should: ensure that required/developmental training and Individual Department Plans (IDPs) are provided to less than full performance employees, require service agreements as part of the PET certification program; make more use of new employee orientation programs; and provide supervisors/managers training on compensation, time-and-attendance, hours of duty, alternative work schedules, and telework policies.

Policies and Guidance (National, State, and Local)

- AD-HCM should work with the States to review current pay administration, hours of duty, and time and attendance manuals for currency and adequacy and republish as necessary to enable more consistency across state lines.
- AD-HCM should issue guidance from the national level on the use standby-duty/on call status.
- To improve consistency, the DSD for Support Services should share their states' policies on the use of government vehicles to allow dispatch to/from home when it is more efficient.

Other

- Supervisors and managers in energy offices are encouraged reward high achievers through the use of individual and group awards
- HR Offices should ensure that employees are aware of any available employee wellness programs so that employees can make use of them.
- AD-300/AD-IRM should ensure that AFMSS reports match workflow, increase system update frequency, and actively pursue access at all sites.
- AD-IRM should examine the use of advanced technology for improved efficiencies and as appropriate provide more funding at the field office level for technology and equipment to achieve those efficiencies. (e.g., geographic information systems, global positioning systems, digital cameras, copiers, cell phones, vehicles).

Appendix D contains a complete list of all the options which were considered.

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EMPIRICAL DATA GATHERED

The federal government's statistician is the Bureau of Labor Statistics (BLS) within the Department of Labor (DOL). The data from this bureau is also used to by the President's Pay Agent to determine the annual pay adjustment for federal employees and the cost of living increase for retired employees.

Pay Disparity

According to the President's Pay Agent, all Federal employees lag behind the private sector. The disparity has been tracked since the passage of the Federal Employment Pay Comparability Act (FEPCA). The chart at right depicts the pay gap by locality pay area for 2005. All the offices under review are in the Rest of U.S. locality pay area. This means that in 2005 based on the national average Federal employees lagged behind their private sector counterparts by 12.24% (7.24% + 5% FEPCA adjustment).

Table 3.
Remaining Pay Disparities in 2005

Locality Pay Area	Remaining Disparity	Locality Pay Area	Remaining Disparity
Atlanta	15.39%	Milwaukee	15.47%
Boston	17.36%	Minneapolis	16.13%
Buffalo	14.28%	New York	24.45%
Chicago	13.41%	Philadelphia	15.56%
Cincinnati	9.35%	Phoenix	12.73%
Cleveland	12.52%	Pittsburgh	10.07%
Columbus	7.51%	Portland	11.58%
Dallas	17.21%	Raleigh	15.92%
Dayton	11.09%	Richmond	9.05%
Denver	12.23%	Sacramento	18.64%
Detroit	12.06%	San Diego	19.38%
Hartford	19.29%	San Francisco	24.32%
Houston	9.32%	Seattle	13.72%
Huntsville	8.88%	Washington, DC	18.93%
Indianapolis	7.59%	Rest of U.S.	7.24%
Los Angeles	15.68%		
Miami	11.18%	Average	13.37%

The BLS obtains these averages in a number of different ways and they do so by DOL occupational category. These categories differ from federal employee occupational categories but some correlation can be made.

Industry Title	State	2005	2006 RUS Equivalent	
			Grade	Step
NAICS 21 Mining	Colorado	\$41,584	GS-07	7
	Montana	\$58,104	GS-11	5
	New Mexico	\$54,921	GS-09	10
	Utah	\$57,354	GS-11	5
	Wyoming	\$61,883	GS-11	7
NAICS 211 Oil and gas extraction	Colorado	\$131,913	GS-15	10
	Montana	\$62,247	GS-11	7
	New Mexico	\$69,614	GS-12	5
	Utah	\$72,986	GS-12	7
	Wyoming	\$68,844	GS-12	5
NAICS 212 Mining, except oil and gas	Colorado	\$30,595	GS-05	4
	Montana	\$60,631	GS-11	6
	New Mexico	\$58,989	GS-11	6
	Utah	\$55,238	GS-09	10
	Wyoming	\$67,229	GS-11	10
NAICS 213 Support activities for mining	Colorado	\$67,057	GS-11	5
	Montana	\$52,295	GS-09	8
	New Mexico	\$47,943	GS-09	5
	Utah	\$56,205	GS-10	7
	Wyoming	\$55,773	GS-09	10
Total		\$59,254	GS-09	10

This type of data is also available by state. Shown in the table below is a comparison of federal grade and step to the 2005 state average salaries. The salary differences in occupations vary widely by state. The BLS is always 12 to 18 months behind in posting data to their website and it is certain that salaries in these occupations have increased since 2005. Note the average salary of \$131,913 in Colorado for oil and gas extraction.

All the salaries in the case of oil and gas extraction significantly exceed Federal entry level salary for petroleum engineers.

Salaries in support activities for mining, the closest fit to our petroleum

engineering technicians, also significantly exceeds the entry salaries for our typical petroleum engineering technician. This NAICS is also the closest fit for many of the other direct support activities to mining occupations in our field offices.

The Montana Tech Placement Office for petroleum engineering students provided the information at left about what their students should expect in terms of salary immediately upon graduation. Private sector salaries exceed Federal entry level salaries (GS-9 Step 1 is \$43,000) by between \$10,000- \$35,000 depending upon location.

Montana Tech Placement Office 2006 Petroleum Engineering Student Surveys Salaries for 2006 Graduates as of 9/5/06	
State	Starting Salary
Alaska	\$78.5K
Colorado	\$66-76.1K
Louisiana	\$70-75K
Montana	\$52-62K
New Mexico	\$72.5K
Texas	\$60-75K

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
7	35116	36287	37457	38627	39797	40967	42138	43308	44478	45648
9	42955	44387	45819	47252	48684	50116	51549	52981	54414	55846
11	51972	53705	55437	57170	58903	60636	62369	64102	65834	67567
12	62291	64367	66443	68519	70595	72671	74747	76823	78899	80975

The tables in Appendix C are built using official BLS data for the mining industry.

Special Salary Rates

DOI accounts for 75% of petroleum engineers working as federal government employees worldwide (234/305). MMS and BLM account for 67% of PEs within DOI. As part of a separate review, NHRMC was asked to look at special salary rates for Petroleum Engineering Technicians, Petroleum Engineers, and Geologists. The actual application for a special salary rate is complicated but the data that OPM keys on is whether we have difficulty hiring, whether our employees are leaving for the private sector and whether we have use our special incentive authorities. The cost of living does not play a role in a special salary rate request. The data in the tables below was obtained directly from the servicing HR offices throughout the country.

Beginning Date:		29-May-05		Ending Date:		29-May-06
Series	Beginning Snapshot			Ending Snapshot		
	On Board	Vacant Positions	Total Positions	On Board	Vacant Positions	Total Positions
802	130	13	143	147	10	157
881	67	4	71	64	5	69
1350	144	7	151	147	10	157

GS Grade	Recruitment During the Period			Turnover During the Period		
	Positions Tried to Fill	Offers Made	Number Hired	Transfers	Quits	Quits for Pay
802	53	56	33	4	3	2
881	10	9	9	4	4	4
1350	6	5	5	1	1	0

The data shows that for this reporting period we had no real problems hiring and six quits for pay out of the whole group. BLM's inability to make a case for special salary rates is complete when we examine the actual use of incentives shown in the table below.

During our examination of incentives we contacted MMS and found that they commonly offer \$25,000 recruitment incentives for Petroleum Engineer new hires; however, according to DOI they did not go forward with a request to adjust the Petroleum Engineer special salary rate.

NOA	NOA Narrative	Series	FY04	FY05	FY06	Total
815	RECRUITMENT INCENTIVE	0881		2	1	3
		1350			1	1
816	RELOCATION INCENTIVE	0881			1	1
825	SEPARATION INCENTIVE	0802	1			1
Total			1	2	3	6

In summary, we do not have a case for special salary rates for PETs or Geologists. In the case of Petroleum Engineers and according to DOI, because we are not using incentives in many cases, BLM does not have a strong case for special salary rates.

Awards in Energy Offices

The team also examined the use of awards in Energy offices. Shown in this table is an awards summary for the energy offices in the study with the rest of the Bureau shown for contrast for individual cash awards for fiscal year 2006.

No significant findings were identified.

Energy Offices	FY06	# Empl	Per Empl
CO	\$35,018	39	\$898
MT	\$84,014	103	\$816
NM	\$109,632	189	\$580
UT	\$105,127	92	\$1,143
WY	\$163,209	236	\$692
Sub Total	\$497,000	659	\$754
Rest of Bureau (states only)	\$6,247,574	8199	\$762
Total	\$6,744,574	8858	\$761

THE CLASSIFICATION REVIEW

State human resource (HR) offices in CO, NM, MT, UT, and WY were contacted to identify the exact positions to be audited. The Field Managers (or their representatives) of the offices with positions to be reviewed were also allowed input to the selection of the positions to be reviewed. A team consisting of one HR Officer and five HR Specialists was formed. The team composition and site assignments are shown at appendix A. No reviewer visited a site within their own HR offices jurisdiction.

A total of ninety-eight positions were examined — twenty-one were filled by employees working at less than the full performance level, four could not be audited because the supervisor and employee disputed the accuracy of the position description (PD), and seventy-three were audited. Tables showing the types, grades, numbers, and locations of the audited positions are shown in Appendix B. A detailed list of all ninety-eight positions is at Appendix C.

Classification findings

General

- All audited positions were determined to be properly classified.
- Petroleum Engineering Technician, Petroleum Engineer, and Natural Resource Specialist positions are consistently classified across the audited energy offices.
- Classification is inappropriately being viewed as a solution to compensation problems.

Petroleum Engineering Technicians

- Descriptions of the work being performed at less than full performance level are inadequate.
- The position descriptions being used in Farmington are not accurate.
- A very high percentage of positions (32%) are filled at less than the full performance level.

Petroleum Engineers

- Significant to differentiating a GS-12 from a GS-11 is the presence of sufficient analytical work (minimum 25% of work time) such as:
 - reservoir management and engineering
 - drainage determinations
 - economic analysis of paying well determinations
 - Indian diligence
 - discounted cash flow.
- How work is organized within a state has grade impact.

Natural Resource Specialists (NRS)

- A large percentage (25%) of the NRSs identified were operating at less than the full performance level.

PETROLEUM ENGINEERING TECHNICIANS (PET)

The table at right shows the number and grades of all PET positions presently on-board within BLM. The non-supervisory/lead GS-12 PETs are located in WY and CA. The GS-13 PET position is a program manager organizationally assigned to the Washington Office. Thirty-two percent of all PET positions are presently operating as the less than the full-performance level.

A total of twenty-six full-performance PET positions were audited – twenty-four PETs and two supervisory PETs. In all case the current title, series, and grade were sustained.

Grade	FPL	Supv PET	Lead PET	PET	Total
04	10			2	2
05	10			3	3
06	10			9	9
07	10			2	2
08	10			14	14
09	10			10	10
10	10			83	83
11	11	7	10		17
12	12	4		2	6
13	13	1		1	2
Total		12	10	126	148

Title, Series, Grade	Location	Number	PD
Petroleum Engineering Technician, GS-802-10	Buffalo, WY	10	0000802
	Carlsbad, NM	1	0003944
	Glenwood Springs, CO	1	0003473
	Miles City, MT	1	0003475
		1	0022850
	Pinedale, WY	2	0000802
	Rawlins, WY	1	0000201
	Vernal, UT	7	0001919
Supvy Petroleum Engineering Technician, GS-802-11	Buffalo, WY	1	0000801
	Miles City, MT	1	0003435

No PET positions were audited in Farmington, NM. This is because either the employees were below the full performance level or the supervisors stated that the position description was inaccurate. Farmington provided a sample, draft position description and requested that it be evaluated for use as a national standard. Producing a national standard position description is outside the scope of this review; however, the PET position descriptions and work described in this review is strikingly similar and consistently classified. This is likely the result of multiple classification appeal decisions issued on petroleum engineering technician positions by the Office of Personnel Management (OPM) from 1995 through 1998. Standard position descriptions promote efficiency provided they are utilized. The efficiencies offered by standard position descriptions are generally not realized within BLM due to decentralized classification authorities and supervisors generally requesting that position descriptions be tailored for their use.

A draft Job Family Standard (JFS) for classifying technical work in the Engineering and Architecture Group, GS-900, was issued September 2005. A source at OPM recently stated that this JFS would be

published “before the end of the year.” When that standard is published, BLM will have one year to apply it affected positions. Included in that group would be all current Petroleum Engineering Technicians. An evaluation against the draft standard shows that the series remains applicable but also will likely require a change in title. If the standard is published without changes from the draft, Petroleum Engineering Technicians would be re-titled Engineering Technician (Petroleum). When issuing new classification standards one of OPM’s stated goals is to have no impact on grade. A review of the draft standard found no likely grade impact. We are recommending that a national level standard position description be developed upon the publication of the new Job Family Standard for Technical Work in the Engineering Occupations.

A very high percentage of positions (32%) are filled at less than the full performance level. Positions are being filled as many as six (6) intervals below the full performance level. Statements of Difference prepared using the DOI Position Classification Amendment form (DI-625) are generally ineffective at portraying the work at much more than two (2) intervals below the full performance level.

One team member recommended that PET positions be placed into a 2-interval pattern (5, 7, 9, 10) instead of the current 1-interval pattern (5, 6, 7, 8, 9, 10). The logic used was “based upon concentrated certification training.” The interval pattern cannot be changed by declaration. However, interval patterns can be modified and promotions can be accelerated. Accelerated promotions are based upon exceptions to the time-in-grade requirements imposed by 5 CFR 300-604. Exceptions to the requirements are outlined in 5 CFR 300-603 and include one based upon training agreements (5 CFR 300-603(b)(6)).

The CFR also recognizes the concept of a 1-grade interval (position) with a mixed interval promotion pattern. The establishment of a mixed interval promotion pattern requires designing work process with associated position descriptions appropriate to each grade in the pattern. The work must be properly classified at each grade in the pattern and deviations from the pattern could not be allowed. We presently have PETs performing work at each grade of a single interval series, a fact that argues against a mixed interval pattern. Full performance PETs stated to team members that they believe it requires 3 to 5 years to become a fully qualified PET. From a classification perspective, the occupational series selected for a position determines the correct interval. Positions placed into the 802 series are in a single interval grade pattern. Deviations on intervals are extremely rare and usually only occur on 2-interval patterns. We are recommending that these options be further investigated.

PETROLEUM ENGINEERS

The table at right shows the number and grades of all Petroleum Engineering positions presently on-board within BLM. While not shown on this chart, six of the seventy five (8%) are at less than the full performance grade level.

Sub Bur	Supv	Full Performance Grade				Total
		11	12	13	14	
AK	Yes			1		1
CA			4	1		5
CO		4	4	1		9
ES			2			2
MT			5			5
	Yes		1	1	1	3
NM		3	14			17
	Yes			1		1
NV			1			1
UT		1	5			6
WO				1	3	4
WY		13	4	2		19
	Yes			2		2
Total		21	40	10	4	75

Six Petroleum Engineers were audited in three

separate locations. The table below identifies the positions which were audited. These audits were conducted by three separate HR Specialists.

The Petroleum Engineers in Glenwood Springs, Miles City, and Vernal were determined to be properly classified. However, the HR Officer conducting the review in Rawlins reported that the two Petroleum Engineers in Rawlins – present GS-11s – are properly classified as GS-12s. While admitting the duties of the incumbents seem identical to those described at the GS-11 level, the reasons she provided were:

Title, Series, Grade	Location	Number	PD
Petroleum Engineer, GS-881-11	Glenwood Springs, CO	1	0003416
	Rawlins, WY	2	0000883
	Vernal, UT	1	001770A
Petroleum Engineer, GS-881-12	Miles City, MT Vernal, UT	1	0003353
		1	0001832

1. In many cases the operators in Rawlins are drilling for oil and gas that is not readily accessible.
2. Drilling and production activity is significantly impacted by environmental regulations requiring additional more complicated steps or methods to access and/or produce oil and gas.
3. Most drilling and production activity was managed by large engineering organizations – where supervisors or senior engineers worked with operators on non-routine issues.
4. The incumbents are recognized within their office as highly skilled professionals fully able to deal with diverse/advance petroleum engineering problems.
5. The volume of work is such that a number of PETs are required to complete on-site inspections and evaluations.
6. They work closely with all operators to ensure that they are using the best business practices available.
7. They are not supervised by an engineer, a high degree of reliance is placed on their recommendations and conclusions which could have a profound effect on energy development beyond Rawlins and the state of Wyoming.

In subsequent discussions this HR Officer reasoned that all¹ Petroleum Engineers should be GS-12s based upon:

8. The volume of work,
9. The importance of this type work to BLM programs; and,
10. The current attention this type of work is receiving from both politicians and the media.

Positions are classified using Position Classification Standards (PCS) issued by OPM. The PCS used to evaluate Petroleum Engineering positions is the Petroleum Engineering Series, GS-881, issued in June 1967. The GS-12 level is characterized by a combination of factors such as the following:

¹ There are presently forty GS-12s and twenty-one GS-11s within BLM.

- (1) Recognition of the GS-12 engineer as a highly skilled professional equipped by training and experience to deal fully with diversified, advanced engineering problems in his area of specialization;
- (2) Assignments of such scope and magnitude as to require one or more engineering assistants to perform the more routine duties;
- (3) Numerous important complex problems which require originality in planning and organizing the work, in making novel adaptations of methods, or in devising new approaches;
- (4) Required highly developed skill in promotion of improved practice, in negotiation of agreements, or in presenting testimony as an expert witness on complex engineering issues; and
- (5) A high degree of reliance is placed on recommendations and conclusions on matters of considerable importance to the success of affected agency programs.

The concepts in the evaluation by the HR Officer were carefully examined and several senior Petroleum Engineers were telephonically contacted for discussions concerning work in this field. We were unable to glean any additional precedence from OPM classification appeal decisions².

Most Petroleum Engineers we talked with stated that the analytical work - versus operational work - differentiated a GS-12 from a GS-11. The type of work these employees most typically mentioned as GS-12 level were reservoir management and engineering, drainage determinations, economic analysis of paying well determinations, Indian diligence, and discounted cash flow. These engineers believe the current boom cycle in oil and gas development will continue for at least the next several years and acknowledged an increased workload, media scrutiny, and political interest. Also, the impact oil-shale development on the petroleum engineering program within the applicable field office staffs has not yet been fully realized.

Accessibility of the oil or gas (except as it related to the complexity of the of the work of the BLM Petroleum Engineer), the size of the oil or gas company, volume of work, and advise provided to developers cannot be used when classifying positions. The type of work, complexity of the work, uniqueness of processes being proposed, recognition within peer group, internal reliance on recommendations and conclusions, and importance to program can be used when classifying positions.

Due to the reasons provided by the evaluator, we do not concur with the GS-12 findings in Rawlins. How the higher graded petroleum engineering work is assigned within the state has a significant impact on the grade of individual positions. For example, the work being performed in Wyoming's Reservoir Management Group located in Casper has an impact on grades within the state. We find that within BLM, the GS-11 level is the first full performance level for an independently operating Petroleum Engineer. We do not contest that some GS-12 level work is performed by most Petroleum Engineers, but normally an insufficient amount (less than 25%) of GS-12 level work is present to support the GS-12 level. A sound position management practice concentrates the higher level work in as few positions as possible.

NATURAL RESOURCE SPECIALISTS

² None were found at the applicable grade levels.

Natural Resource Specialists performing duties directly associated with energy development within the offices being reviewed were the subject of this review.

The table at right identifies the twenty Natural Resource Specialist positions which were audited as part of this review.

In comparison to Petroleum Engineers and Petroleum Engineering Technicians the duties in these positions are relatively new to BLM. The work requires a professional foundation in the biological sciences and experience on-the-job around oil and gas production, a unique combination of biological and physical sciences.

Title, Series, Grade	Location	Number	PD
Natural Resource Specialist, GS-401-11	Buffalo, WY	5	413
		1	404
		1	0011300
		1	4550
		1	3379
	Carlsbad, NM Miles City, MT Glenwood Springs, CO	2	1941
		1	3485
		2	0100411
	Pinedale, WY	1	1000410
	Rawlins, WY	3	402
		1	1000401
	Vernal, UT	2	2953

ALL OTHER TYPES OF POSITIONS

At the request of the servicing HR office or Field Manager, positions in other occupations were audited. A total of 22 other types of positions in the occupations, grades, and locations shown at right were audited.

All audited positions were determined to be properly classified.

Location	Position Title	Series/FPL	Psn Nbr
Farmington	Archeologist	GS-0193-11	3814
	Production Accountability Tech	GS-1802-07	3951
	Environmental Protection Asst	GS-0029-07	4346
	Legal Instruments Examiner	GS-0963-07	4123
Buffalo	Wildlife Biologist	GS-0486-11	429
	GIS Specialist	GS-0301-09	301
	Archeologist	GS-0193-11	194
	Wildlife Biologist	GS-0486-09	430
	Production Accountability Tech	GS-1802-07	988
	Soil Scientist	GS-0470-11	471
	Hydrologic Technician	GS-1316-08	1371
	Hydrologist	GS-1315-11	1315
	Legal Instruments Examiner	GS-0963-07	963
	Geologist	GS-1350-11	-4330
Carlsbad	Legal Assistant	GS-0986-05	989
	Production Accountability Tech	GS-1802-07	3981
	Surface Protection Specialist	GS-0401-11	26780
	Rangeland Management Specialist	GS-0454-11	3919
	Environmental Protection Specialist	GS-0028-11	4316
	Legal Instruments Examiner	GS-0963-07	4182
Miles City	Hydrologist	GS-1315-11	3549
	Supvy Minerals Resource Specialist	GS-0401-12	3619

THE ENVIRONMENTAL REVIEW

AD HDM was also asked to obtain empirical data from which to make recommendations on management options for human resource related problems conveyed to the BLM Director during on-site visits to the pilot energy offices. To do so a team was formed to obtain the employees beliefs and concerns about their work environment. The employees in these offices were asked questions about morale, housing, workload, work/life balance, management, training, compensation, and classification. These were general, open ended questions and were asked knowing that the responses would cover a wide range of issues. The employees gave thoughtful and reasoned responses and are summarized in the following paragraphs. A more complete summary of is shown in Appendix E.

MORALE

As would be true in all organizations the morale within these field offices varied. Morale was reported as poor to great, but overall the morale in all the energy offices will be reported as good. Factors affecting morale for the negative were workload, cost of living, lack of available training, philosophical conflicts between energy development and resource protection, perceived and real compensation inequities, interpersonal conflicts, facility deficiencies, and cost of living. On the positive side factors affecting morale were sound management, job satisfaction, good facilities, good training, and a sense of belonging.

The number of new employees within many of these field offices has increased and generally many employees are new to the area. Also, many of these employees were hired at less than the full performance level and this stresses the supervisors and employees assigned to supervise, train, and mentor them.

HOUSING

In some locations the lack of available housing or the high cost of housing poses a real problem, especially for new employees moving to area. This is a regional issue and adjectives cannot be used across the whole group. Where housing is a problem, it is a serious one where employees or prospective employees decline the job, commute long distances, or lower their standard of living to cover the cost of living.

The federal civilian HR system within what is usually referred to as the “lower 48” does not recognize cost of living as an addressable issue like its military counterpart does with a variable housing allowance. The civilian cost of living adjustment (COLA) payment program does not apply as it is intended for “overseas” assignments.

WORK/LIFE BALANCE

Most employees believe that work associated with energy development will continue to increase for the next 5 to 7 years. When new employees, especially those at less than the full performance level, are hired into these field offices, managers and supervisors are faced with a significant additional workload as these employees are trained and assimilated into the community.

The workload places tremendous pressure of these employees and some reported feeling “guilty” for

taking any type of leave because of its impact on other employees. Most of the employees stated that they were able to balance the work with their home lives but many admitted that the work infringed upon their home lives at least some of the time.

TRAINING

Responses ranged from no training related issues to frustration. With the exception of PET training, the majority of training has been on-the-job or through mentoring. Employees in technical and administrative support occupations feel that their future career opportunities are limited. Responders commented on all types of training and training related concerns, such as:

- 1) The Petroleum Engineering Technician certification program received universal praise. One Field Office reported that private industry actively recruits recent graduates and asked about service agreements to attend this training.
- 2) Natural Resource Specialists working in energy stated that more advanced training needs to be developed by the Bureau on surface protection. This from multiple locations.
- 3) Lack of specialized training on APDs; to keep abreast of areas such as dirt work, reclamation, riparian assessments, NEPA guidance, advanced cementing, well control school, NG measurement, economics for drainage and diligence, new drilling technologies, coiled tubing technologies, casing well drilling, horizontal drilling, and BOP and accumulator in-depth training; third party training on various aspects of PET work; or areas such as new technology applications, cementing technology, logging systems, and wetlands
- 4) Some employees mentioned the lack of a new employee orientation program or annual/bi-annual statewide program meetings

MANAGEMENT

Generally, employees were complementary of management.

COMPENSATION/RETENTION

All of the employees felt they were paid less than their private sector counterparts. There were disagreement between Field Offices as to whether the federal government benefits package, hours of duty, flexible work schedules, or relative security offset the difference in salaries. Some employees admitted to taking a second job to help cover the cost of living.

CLASSIFICATION

Most employees agree that their position descriptions are accurate and properly classified. However, concerns were expressed about inconsistent classification between states, inconsistent workload between field office, fear that

[Editor's Note: This incomplete sentence comes directly from the original text of the HRM report.]

Several local managers expressed a desire to have someone or some group look at the classification of Legal Instrument Examiners (LIEs), Land Law Examiners (LLEs), and Production Accountability Technicians (PATs).

OTHER ISSUES

Buffalo: Zone concept for IT is crippling. Example – a request to have a new person added as an AFMMS user took more than 2 weeks. Significant delays in getting equipment and software approved and loaded for use. AFMSS: Reports are inadequate and revisions could be made to the system to work better with the POD concept. Need more training and more system updates.

Buffalo has been successful in hiring and retaining Petroleum Engineering SCEP students. Recommend that the BUREAU targets and personally visits colleges and universities outside of career day events to attract these students to the Bureau. Recommend taking these students from Buffalo along on the recruitment visits. Each State Office Recruitment Coordinator and the Bureau recruiters need to make this occupation a high priority for recruitment. Recommend that the Washington Office provide 2 slots and funding for each of the energy pilot office states to attract these students.

Carlsbad: AFMSS: Reports are inadequate and revisions could be made to the system to work better with the APD streamline process. Need more training and more system updates.

With additional staff, budget is stretched for administrative costs such as equipment, cell phones, vehicles, etc.

Farmington: At the end of the work environment interviews, employees were asked if there were any other barriers encountered that the survey did not address. Two additional concerns were raised. First, employees indicated that the Field Office information systems were antiquated. They stated that they are unable to get all the tools they need to maximize the efficiency with which they could perform the duties of their position (geographic information systems, global positioning systems, digital cameras, etc.). They speculated that this was due to the difficulty in receiving WO dollars for field technology. Second, some employees identified lack of personal work space as being a production barrier. They indicated that the current facility is beyond its maximum capacity across all fronts (people, infrastructure, conference areas, etc.). They stated that management is currently in the process of addressing this issue, as they are proposing that a new facility be constructed.

Rawlins: A number of employees in the Minerals and Lands Staff commented on a sense of “us” versus “them” when dealing with the Resources Staff, though not all employees agreed with this sentiment. This feeling was a result of the Resources Staff not “recognizing that energy development is the current priority work of the Bureau.” They expressed frustration that the “pilot office” funded resource positions did not work full time on energy issues.

One alternative to address this concern would be to set up a “Permitting Staff” type structure that included the “pilot office” resource positions. However, two concerns were raised by other employees in response to this suggestion. First, the need for a cooperative relationship between the two units doesn’t end with the approval of the permit. Second, many of the resource employees want to work for organizations like the BLM to perform non-permitting work. Local managers were aware of these feelings and were not surprised to hear that the issue was discussed.

APPENDIX A - TEAM COMPOSITION AND SITE ASSIGNMENTS

Org	Name	Position Title	Series	Assignment(s)
CO	Dukes, Melissa J.	HR Officer	GS-0201-13	Pinedale, WY Rawlins, WY
NHRMC	Ryan, Todd W.	HR Specialist (Classification)	GS-0201-13	Vernal, UT
MT	Pavelis, Joli K.	HR Specialist	GS-0201-11	Buffalo, WY
MT	Thoricht, Tracy A	HR Specialist	GS-0201-12	Carlsbad, NM Buffalo, WY
OR	Stoffel, Paul Scott	HR Specialist	GS-0201-12	Farmington, NM
WY	Roberts, Donald B.	HR Specialist	GS-0201-12	Glenwood Springs, CO Miles City, MT

APPENDIX B – SUMMARIES OF AUDITED POSITIONS

Duty Station	Position Filled at Less than FPL	PD Not Accurate	Audited	Total
Buffalo, WY	4		29	33
Carlsbad, NM	2		6	8
Farmington, NM		4	2	6
Glenwood Springs, CO	1		5	6
Hobbs, NM			1	1
Miles City, MT			7	7
Pinedale, WY	1		5	6
Rawlins, WY	4		6	10
Vernal, UT	9		12	21
Total	21	4	73	98

The types and number of positions audited are shown in the following table.

Series	Position Title	Grade	Total
0028	Environmental Protection Specialist	11	1
0029	Environmental Protection Assistant	07	1
0193	Archeologist	11	2
0301	GIS Specialist	09	1
0401	Natural Resource Specialist	11	19
		12	1
	Supvy Minerals Resource Specialist	12	1
	Surface Protection Specialist	11	1

0454	Rangeland Management Specialist	11	1
0470	Soil Scientist	11	1
0486	Wildlife Biologist	09	1
		11	1
0802	Petroleum Engineering Technician	10	24
	Supvy Petroleum Eng Tech	11	1
	Lead Petroleum Eng Tech	11	1
0881	Petroleum Engineer	11	4
		12	2
0963	Legal Instruments Examiner	07	2
0986	Legal Assistant	05	1
1301	Physical Scientist	11	1
1315	Hydrologist	11	2
1316	Hydrologic Technician	08	1
1350	Geologist	11	1
1802	Production Accountability Technician	07	2
Total			73

APPENDIX C – DOL BLS DETAILED COMPENSATION SUMMARIES

Rawlins, WY

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Carbon County, Wyoming	NAICS 21 Mining	\$46,582	\$44,869	\$0
	NAICS 211 Oil and gas extraction	\$52,571	\$54,942	\$59,145
	NAICS 2111 Oil and gas extraction	\$52,571	\$54,942	\$59,145
	NAICS 21111 Oil and gas extraction	\$52,571	\$54,942	\$59,145
	NAICS 211111 Crude petroleum and natural gas extraction	\$52,571	\$54,942	\$59,145
	NAICS 212 Mining, except oil and gas	\$54,538	\$52,758	\$0
	NAICS 213 Support activities for mining	\$33,103	\$32,912	\$42,948
	NAICS 2131 Support activities for mining	\$33,103	\$32,912	\$42,948
	NAICS 21311 Support activities for mining	\$33,103	\$32,912	\$42,948
	NAICS 213111 Drilling oil and gas wells	\$0	\$0	\$0
	NAICS 213112 Support activities for oil and gas operations	\$0	\$0	\$0
Grand Total		\$410,713	\$416,131	\$365,424

Miles City, MT

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Custer County, Montana	NAICS 21 Mining	\$0	\$0	\$0
	NAICS 211 Oil and gas extraction	\$0	\$0	\$0
	NAICS 2111 Oil and gas extraction	\$0	\$0	\$0
	NAICS 21111 Oil and gas extraction	\$0	\$0	\$0
	NAICS 211111 Crude petroleum and natural gas extraction	\$0	\$0	\$0
Grand Total		\$0	\$0	\$0

Buffalo, WY

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Johnson County, Wyoming	NAICS 21 Mining	\$35,009	\$36,817	\$39,554
	NAICS 211 Oil and gas extraction	\$34,426	\$38,290	\$40,969
	NAICS 2111 Oil and gas extraction	\$34,426	\$38,290	\$40,969
	NAICS 21111 Oil and gas extraction	\$34,426	\$38,290	\$40,969
	NAICS 211111 Crude petroleum and natural gas extraction	\$34,426	\$38,290	\$40,969
	NAICS 212 Mining, except oil and gas	\$40,882	\$41,615	\$42,726
	NAICS 213 Support activities for mining	\$33,312	\$34,966	\$38,717
	NAICS 2131 Support activities for mining	\$33,312	\$34,966	\$38,717
	NAICS 21311 Support activities for mining	\$33,312	\$34,966	\$38,717
	NAICS 213111 Drilling oil and gas wells	\$0	\$0	\$0
	NAICS 213112 Support activities for oil and gas operations	\$33,197	\$36,097	\$39,980
Grand Total		\$346,728	\$372,587	\$402,287

Pinedale, WY

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Sublette County, Wyoming	NAICS 21 Mining	\$49,636	\$53,501	\$61,366
	NAICS 211 Oil and gas extraction	\$80,229	\$0	\$0
	NAICS 2111 Oil and gas extraction	\$80,229	\$0	\$0
	NAICS 21111 Oil and gas extraction	\$80,229	\$0	\$0
	NAICS 211111 Crude petroleum and natural gas extraction	\$80,229	\$0	\$0
	NAICS 212 Mining, except oil and gas		\$0	\$0
	NAICS 2123 Nonmetallic mineral mining and quarrying		\$0	\$0
	NAICS 21232 Sand, gravel, clay, and refractory mining		\$0	\$0
	NAICS 212321 Construction sand and gravel mining		\$0	\$0
	NAICS 213 Support activities for mining	\$38,111	\$41,919	\$46,219
	NAICS 2131 Support activities for mining	\$38,111	\$41,919	\$46,219
	NAICS 21311 Support activities for mining	\$38,111	\$41,919	\$46,219
	NAICS 213111 Drilling oil and gas wells	\$0	\$0	\$0
	NAICS 213112 Support activities for oil and gas operations	\$0	\$0	\$0
Sublette County, Wyoming Total		\$484,885	\$179,258	\$200,023
Grand Total		\$484,885	\$179,258	\$200,023

Vernal, UT

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Uintah County, Utah	NAICS 21 Mining	\$48,064	\$52,186	\$56,059
	NAICS 211 Oil and gas extraction	\$61,838	\$66,627	\$75,598
	NAICS 2111 Oil and gas extraction	\$61,838	\$66,627	\$75,598
	NAICS 21111 Oil and gas extraction	\$61,838	\$66,627	\$75,598
	NAICS 211111 Crude petroleum and natural gas extraction	\$0	\$0	\$0
	NAICS 211112 Natural gas liquid extraction	\$0	\$0	\$0
	NAICS 212 Mining, except oil and gas	\$51,552	\$54,870	\$55,388
	NAICS 2123 Nonmetallic mineral mining and quarrying	\$51,552	\$54,870	\$55,388
	NAICS 21239 Other nonmetallic mineral mining	\$53,563	\$57,346	\$57,437
	NAICS 213 Support activities for mining	\$45,561	\$50,121	\$54,183
	NAICS 2131 Support activities for mining	\$45,561	\$50,121	\$54,183
	NAICS 21311 Support activities for mining	\$45,561	\$50,121	\$54,183
	NAICS 213111 Drilling oil and gas wells	\$48,404	\$55,208	\$65,198

	NAICS 213112 Support activities for oil and gas operations	\$44,230	\$47,846	\$49,770
Uintah County, Utah		\$619,562	\$672,570	\$728,583
Total				
Grand Total		\$619,562	\$672,570	\$728,583

Farmington, NM

Sum of Average Annual Pay	Industry Title	Year		
Area Title	Industry Title	2003	2004	2005
San Juan County, New Mexico	NAICS 21 Mining	\$56,319	\$58,777	\$60,889
	NAICS 211 Oil and gas extraction	\$0	\$0	\$0
	NAICS 2111 Oil and gas extraction	\$0	\$0	\$0
	NAICS 21111 Oil and gas extraction	\$0	\$0	\$0
	NAICS 211111 Crude petroleum and natural gas extraction	\$66,731	\$75,877	\$77,211
	NAICS 213 Support activities for mining	\$45,757	\$47,553	\$49,479
	NAICS 2131 Support activities for mining	\$45,757	\$47,553	\$49,479
	NAICS 21311 Support activities for mining	\$45,757	\$47,553	\$49,479
	NAICS 213111 Drilling oil and gas wells	\$0	\$0	\$50,995
	NAICS 213112 Support activities for oil and gas operations	\$45,506	\$46,142	\$48,969
	NAICS 213113 Support activities for coal mining	\$0	\$0	
San Juan County, New Mexico Total		\$305,827	\$323,455	\$386,501
Grand Total		\$305,827	\$323,455	\$386,501

Carlsbad, NM

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Eddy County, New Mexico	NAICS 21 Mining	\$46,442	\$50,605	\$55,927
	NAICS 211 Oil and gas extraction	\$59,227	\$64,562	\$73,294
	NAICS 2111 Oil and gas extraction	\$59,227	\$64,562	\$73,294
	NAICS 21111 Oil and gas extraction	\$59,227	\$64,562	\$73,294
	NAICS 211111 Crude petroleum and natural gas extraction	\$0	\$0	\$0
	NAICS 213 Support activities for mining	\$0	\$33,951	\$0
	NAICS 2131 Support activities for mining	\$0	\$33,951	\$0
	NAICS 21311 Support activities for mining	\$0	\$33,951	\$0
	NAICS 213111 Drilling oil and gas wells	\$0	\$0	\$37,396
	NAICS 213112 Support activities for oil and gas operations	\$33,227	\$35,609	\$40,490
	NAICS 213115 Support activities for nonmetallic minerals		\$0	\$0
Eddy County, New Mexico Total		\$257,350	\$381,753	\$353,695
Grand Total		\$257,350	\$381,753	\$353,695

Glenwood Springs, CO

Sum of Average Annual Pay		Year		
Area Title	Industry Title	2003	2004	2005
Garfield County, Colorado	NAICS 21 Mining	\$51,180	\$47,701	\$56,280
	NAICS 211 Oil and gas extraction	\$60,876	\$0	\$74,603
	NAICS 2111 Oil and gas extraction	\$60,876	\$0	\$74,603
	NAICS 21111 Oil and gas extraction	\$60,876	\$0	\$74,603
	NAICS 211111 Crude petroleum and natural gas extraction	\$60,876	\$0	\$74,603
	NAICS 212 Mining, except oil and gas	\$55,982	\$0	\$46,548
	NAICS 2123 Nonmetallic mineral mining and quarrying	\$0	\$42,464	\$46,548
	NAICS 21232 Sand, gravel, clay, and refractory mining	\$42,080	\$42,464	\$46,548
	NAICS 212321 Construction sand and gravel mining	\$42,080	\$42,464	\$46,548
	NAICS 21239 Other nonmetallic mineral mining	\$0		
	NAICS 212391 Potash, soda, and borate mineral mining	\$0		
	NAICS 213 Support activities for mining	\$40,365	\$42,227	\$54,331
	NAICS 2131 Support activities for mining	\$40,365	\$42,227	\$54,331
	NAICS 21311 Support activities for mining	\$40,365	\$42,227	\$54,331
	NAICS 213111 Drilling oil and gas wells	\$41,097	\$39,946	\$56,529
	NAICS 213112 Support activities for oil and gas operations	\$39,622	\$45,169	\$46,232
Garfield County, Colorado Total		\$636,640	\$386,889	\$806,638

APPENDIX D— OPTIONS CONSIDERED

Compensation

- Institute a centrally funded award program
- Maximize use of Student Loan Repayment incentive
- Monthly housing allowances
- Extend temporary housing allowances (up to 6 months)
- Provide cost of living allowances
- Delegate authority to the state level to approve relocation, recruitment, and retention bonuses.
- Authorize more overtime for FLSA exempt employees
- Offer Student Loan Repayment benefit for all offices with turnover of 20% or more annually.

Training and Development

- Involve an NTC training professional to assess training needs and delivery methods
- Emphasize the need for IDPs and required/developmental training for less than full performance employees
- More advanced training needed on surface protection.
- Develop a specialized training system to keep current on industry advancements
- Require service agreements as part of the PET certification program.
- More use of new employee orientation programs and annual/bi-annual statewide program meetings.
- Provide supervisors/managers training on compensation and telework.
- Develop training on terms of pay, overtime, attendance and other recurrent issues
- Develop IDPs for all employees using the NTC format.
- Where it makes sense, provide instruction on site

Policies and Guidance (National, State, and Local)

- Ensure consistent Bureau wide classification of energy positions as a result of the classification review process.
- Obtain clarification from OPM on the use of retention bonuses (OPM reported to Congress that some agencies used bonuses to bridge the pay gap between Federal and private sector salaries and to offset the high cost of housing.)
- Eliminate the use of TERM appointments
- Provide daycare in some locations.
- Develop a more specific spousal placement program for dual careered employees to facilitate relocation to hard to fill duty stations
- Develop a standby-duty/on-call status guide for PETs

Other

- Make full use of employee wellness programs (e.g., health club memberships)
- Fund more SCEP positions centrally
- Use various position management techniques to improve on the current organizational structures (e.g., leaders, supervisors, and specialization)

APPENDIX E - REFERENCES

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